

Wirkungsevaluierung => eine (neue) Herausforderung für die öffentliche Finanzkontrolle

outcome & impact assessment => a (new) challenge for public audit institutions

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Markus Aichholzer, MA, MBA

senior auditor at Regional Audit Institution of Styria, regional state of Austria

0 legislation and government in Austria

1. input => output => outcome => impact

- public auditors core skills on input and output auditing
- public auditors potential skills on outcome and impact auditing
- impact evaluation: obligation or free style?

2. budget evaluation on outcome and impact in Styria

- annual evaluation statement on outcome budget
- strengths and weaknesses
- findings & recommendations

3. audit on pandemic related public funding in Styria

- design & concept
- process & execution
- results & effects (target group outcome & public impact)

4. conclusion and prospect

national (federal) level

- Parliament (2 chambers) passes constitutional laws, national laws, federal framework laws
- government/ministers issue national regulations

regional states level

- 9 parliaments pass constitutional laws, regional state laws and implementation laws
- 9 governments issue regional state regulations



communities level (local authorities)

- 2.093 local administration authorities issue local regulations
- communal autonomy (asset management, private sector administration activities)

1.1 public auditors core skills



input

- analyse allocation of resources
- assess budget programmes
- evaluate deviations between budget and actual amounts
- make multi-annual comparisons (trends)
- evaluate impact of payments on assets
- make priorities visible
- find output & outcome information beyond input data



output

- analyse results and use of money
- compare quantitative targets and results
- collect performance data
- find traceable relations between input and output
- evaluate suitability of indicators
- show internal/external influences on output
- analyse risks for weak output



outcome

- detect desired target group outcome
- assess matching goal definition
- identify appropriate indicators
- evaluate target values
- measure achieved indicator values
- evaluate deviations to target values
- make outcome gaps visible
- find recommendations to close the gap



impact

- identify long term and sustainable changes on society & economy
- find useful (external) data (and combine with internal data)
- identify sound quality based indicators
- measure realized long term benefits
- eliminate external influences
- support development of a sound impact measurement

1.2 public auditors potential skills



input



output



outcome

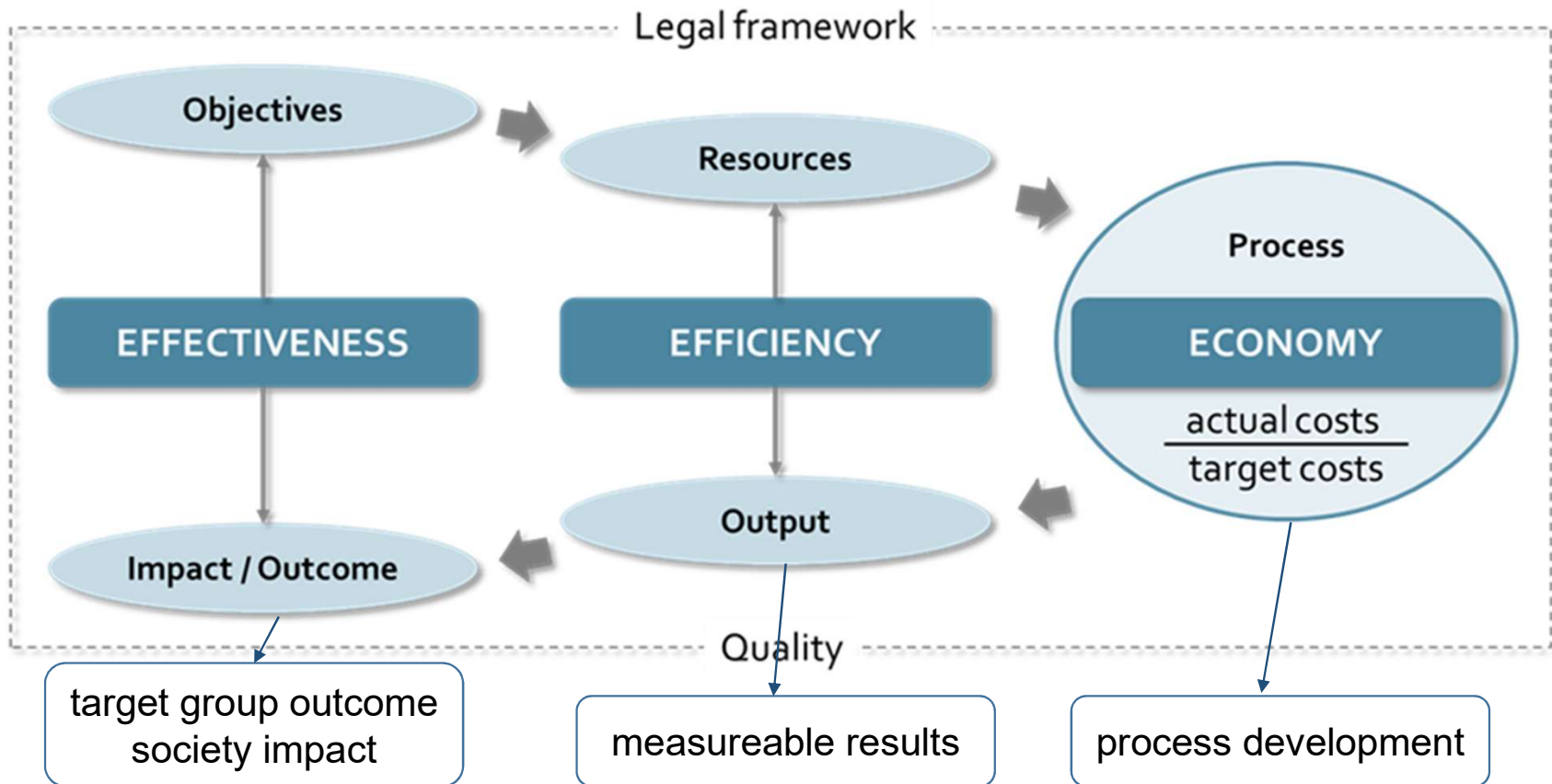


impact

... farther we go

How far should audit institutions go?

1.3 outcome/impact evaluation: obligation or free style?



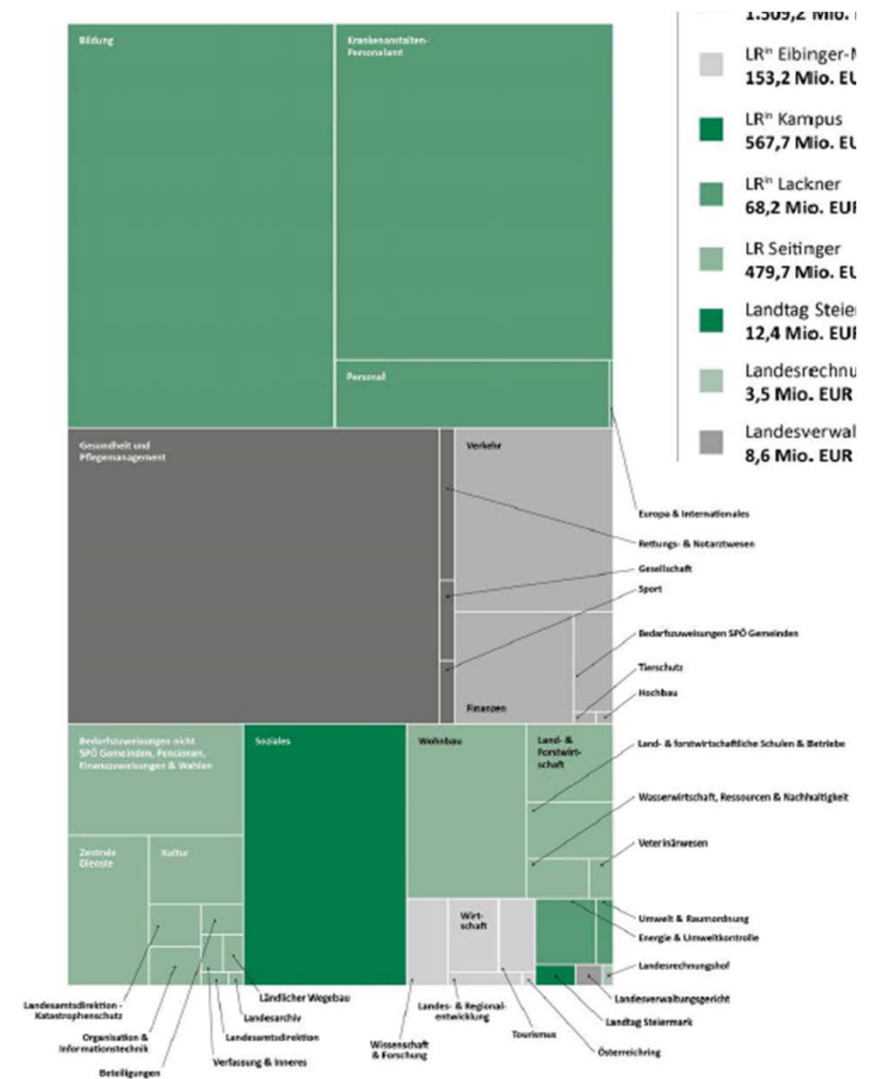
2.1 budget evaluation on outcome & impact in Styria

regional state budget (basics (2023))

- 7 billion € budget volume
- 39 partial budgets (global budgets)
- 125 outcome goals
- 367 indicators (measure goal achievement)

evaluation activities

- check if (annual) goals fit to strategy
- check if goals are task oriented
- evaluate appropriateness of indicators
- do plausibility checks on target values
- link suitable findings and recommendations of recent audits to outcome goals



2.2.1 strengths

- plausibility check, if goals are task oriented and fit to strategy
- check if indicators are appropriate, informative and reliable
- plausibility check on target values (ambitious but reachable)
- evaluate if reaching of target values expresses goal achievement
- visualize recommendations of recent audits and link them to goals
- give specific input for development of quality based indicators

2.2.2 weaknesses

- sometimes wide defined goal definition (meta level)
- commonly no definition of specific needs of target groups
- no traceable relation between goals and resources
(but „digital goals, products & resources plan“ in application)
- no link between expected target group outcome & public impact
- no multi annual comparisons of budget and actual values
- imbalanced volume of partial budgets

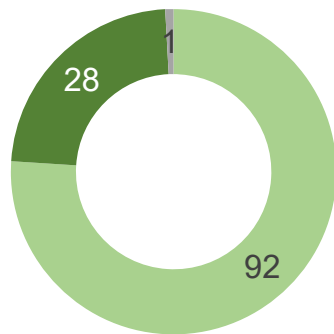
2.3 findings & recommendations

- determine outcome goals precisely on target groups needs
- develop more quality based indicators on quality goals
- connect quantitative & qualitative indicators
- connect expected target group outcome & wanted public impact
- create value chain to link goals, products & resources
(use application to link goals, products & resources on budget level)

digression: governmental outcome report

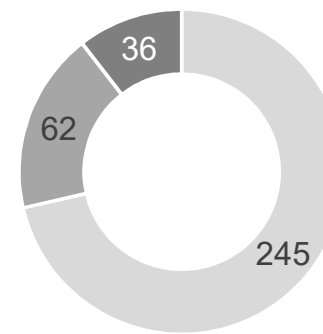
- annual report on outcome success (attachament to financial statement)
- shows controllability of outcome goals and indicators
- includes traffic light system on the attainment of indicator target values
- marks contribution to UN SDGs, gender equality & climate protection goals

controllability of 121 goals



■ limited controllable ■ directly controllable ■ not controllable

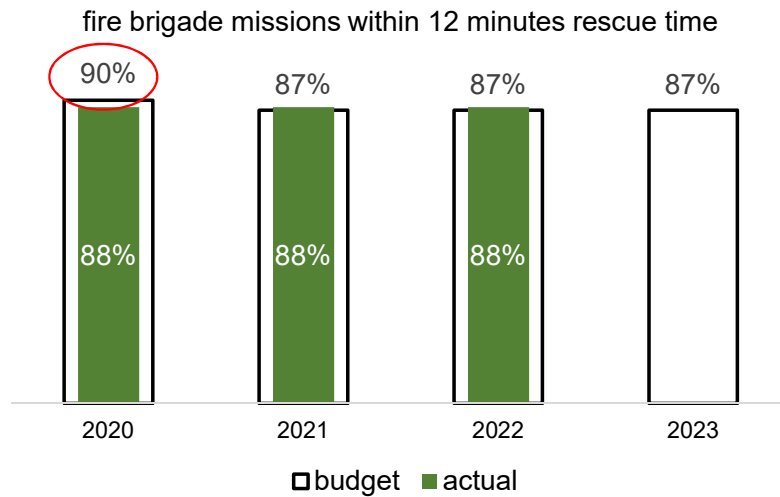
controllability of 343 indicators



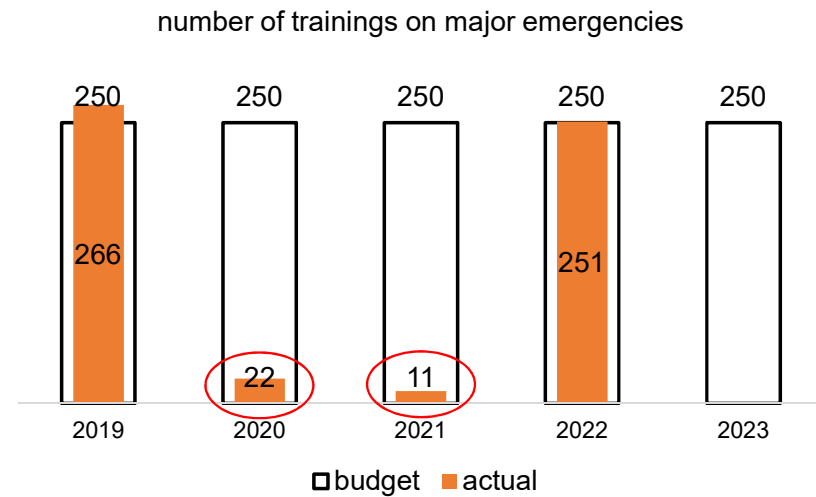
■ limited controllable ■ directly controllable ■ not controllable

example: goal & indicators on civil protection

goal: A coordinated assistance to the population by administration and rescue organisations in case of emergency is safeguarded throughout Styria at the same quality level.



unchanged actual figures, but declining target value



unchanged target values, but varying actual figures

3. audit on outcome & impact

Audit on pandemic related funding in Styria evaluation of 56 funding programmes approx. 100 M €



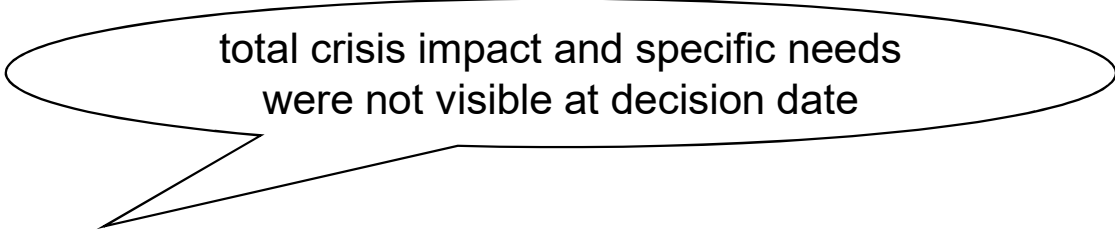
design & concept
clear goals
task oriented
recipient focused



process & execution
value chain based
goal oriented
objective criteria



results & effects
desired
accurate
sustainable



total crisis impact and specific needs
were not visible at decision date

findings

- quickly generated programs within short preparation periods
- goals & expected effects were not fully identified in advance
- wide defined target groups caused free rider effects

recommendations

- + set clear goals and determine expected effects and benefits
- + base funding programmes on specific needs of target groups
- + develop appropriate indicators with measurable target values

findings

- process steps were fully developed (administration works well)
- external execution agents may cause conflicts of interest (when interest/lobby groups are involved)
- insufficient communication of award criteria to target groups

recommendations

- + set objective award criteria and express it to target groups
- + risk based award criteria can eliminate free rider effects
- + offer (digital) support for easy access

findings

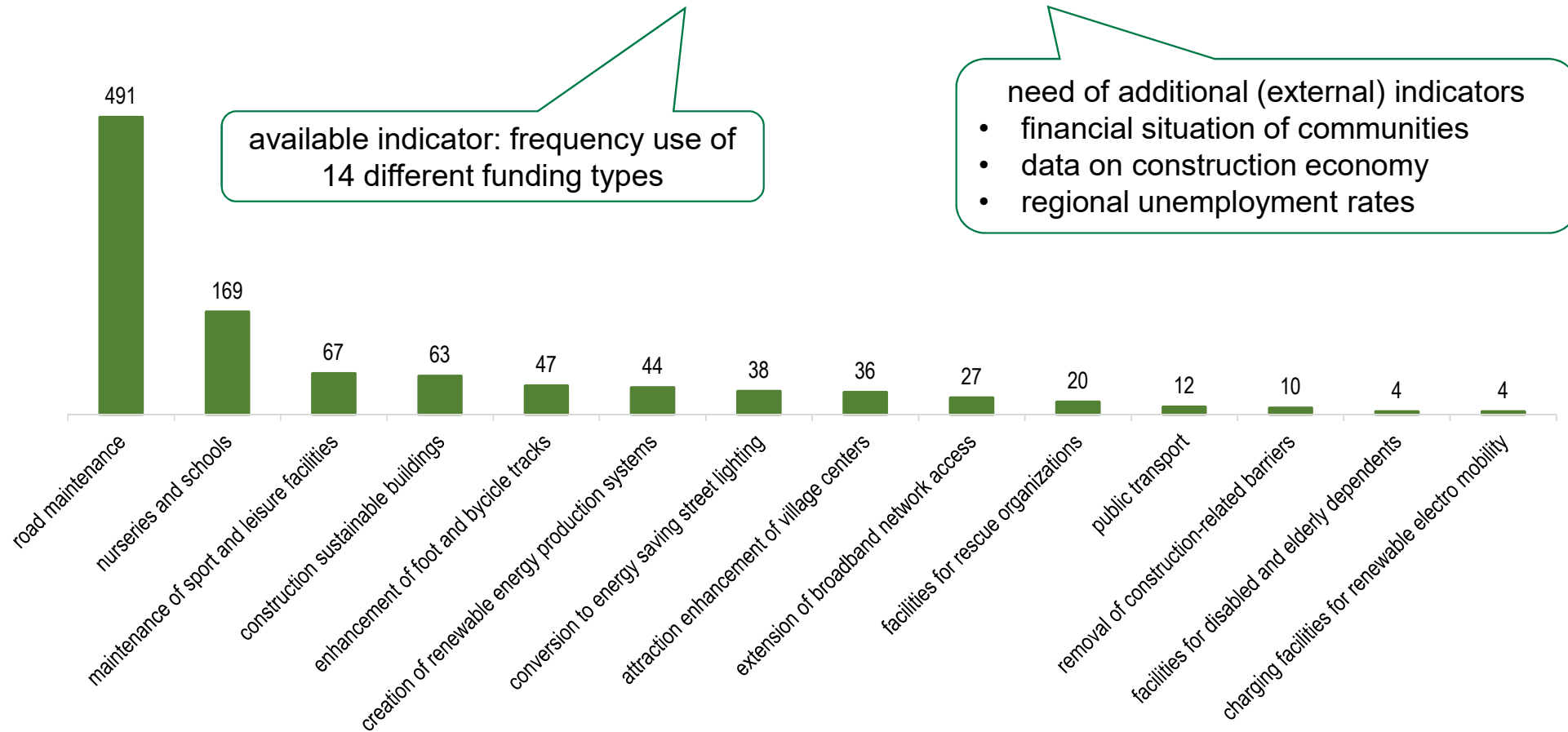
- poor quality data on outcome (lack of appropriate indicators or measurement systems)
- no evaluation, if target groups needs have been covered
- poor focus on sustainability, innovation and technology change

recommendations

- + base measurement on needs and expectations
- + set traceable relation between goals, resources and results
- + implement real time evaluation for long lasting programs
(to coordinate & meet target groups needs)

example: funding of communities development projects

Did the funding meet the target group **needs** and cover **expectations** of funding authority?



4.1 conclusion and prospect

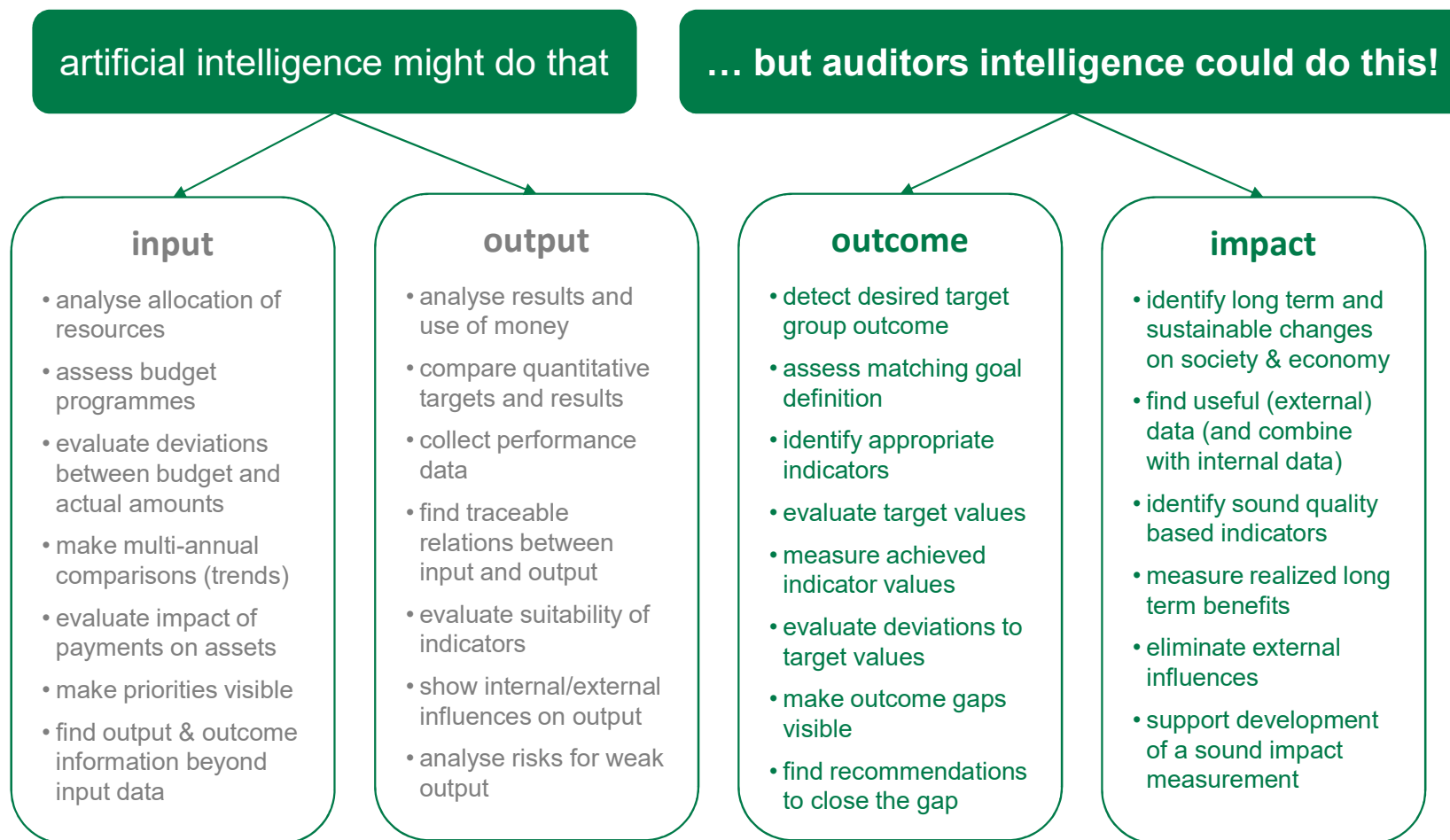
Regional audit institutions (RAI) **can contribute** to enhance target group outcome and public impact

- + goal level: make the need of task orientation and clear expectations visible
- + indicator level: evaluate appropriateness of indicators and ambition of target values and support quality based indicator development
- + outcome level: help to adjust funding programmes on specific needs of target group
- + impact level: display the need of multi annual and quality based measurement activities
- + measurement level: support linkage of goals, products and resources (value chain)

RAI can not

- target group level: identify and analyse all specific needs (and benefits) of recipients
- impact level: assessment on total impact success to society and economy
- outcome and impact level: develop and implement full measurement systems

4.2 audit skills in the future?



**Thank you very much
... and never stop facing new challenges!**



Markus Aichholzer, MA, MBA – regional audit institution of Styria / Austria

markus.aichholzer@lrh-stmk.gv.at