

Language: English



## OECD 2011 Survey on Performance Budgeting

### Survey Objectives:

To attain from OECD member and partner countries updated data on the types of performance information and instruments employed throughout the budgeting process, and to ascertain how specifically this information is being used in budgetary decision-making. The questionnaire also asks respondents to map out key stakeholders involved in generating and utilising performance information in budget negotiations, as well as describe some of the main challenges faced in implanting performance budgeting procedures (e.g. poor quality data, unintended consequences or impact on performance measurement and management, etc.)

### Background:

The *OECD Budget Practices and Procedures Survey* is carried out by the Secretariat approximately every four years- with the first survey executed in 2003 and a revised, more comprehensive questionnaire distributed in 2007. Surveys have covered practices and procedures throughout the entire budgeting process- from formulation, to approval, execution and auditing, as well as cross-cutting, topical issues such as budget transparency, fiscal sustainability and performance-budgeting. Country coverage has been wide- with both OECD member and non-member countries taking part. The **Performance Budgeting Survey**, tentatively planned for the autumn/winter of 2011, is the first of the several planned questionnaires on budgeting in OECD member and partner countries.

This survey adopts a **broad definition of performance budgeting**. Indeed, in the strictest sense, performance budgeting is the utilisation of performance information for the purposes of allocating/re-allocating public resources (e.g. such as linking an increment/reduction of funding to an increment/reduction of outputs or other results). This survey, however, uses a broader definition of performance budgeting which refers to it as the use of performance information to (i) *inform* budget decisions (whether as a direct input to budget allocation decisions or as contextual information and/or inputs to budget planning), as well as (ii) instil *greater transparency and accountability* throughout the budget process (by providing information to the public on performance objectives and results).

### Action:

Please note that this document is only intended for reference, to help you plan your responses and coordinate with colleagues. Final responses must be submitted via the **online questionnaire**. The use of the online instrument will help improve data quality and comparability.

Via email, the Secretariat will provide delegates to the Network on Performance and Results with a web link to the survey, as well as the corresponding username and password needed to access it. The online survey tool allows respondents to start and stop the questionnaire at their convenience (answers will be saved), and to share the responsibility of responding with other officials/experts. Further technical instructions will also be provided by email. Network delegates are asked to kindly nominate a respondent(s), coordinate with the respondent(s) to finalise answers, and liaise between the OECD and the respondent(s) after final submission should any further clarification or verification be needed.

**Deadline:** 31 January 2012.

**Help:** For further assistance, information or advice in completing this questionnaire please contact Edwin Lau ([Edwin.lau@oecd.org](mailto:Edwin.lau@oecd.org)) and/or Natalia Nolan Flecha ([Natalia.nolanflecha@oecd.org](mailto:Natalia.nolanflecha@oecd.org)). If a respondent encounters questions which they find very difficult or resource-intensive to answer, they should also contact the Secretariat for assistance.

### Follow-up steps:

Responses collected via this questionnaire will be used to update data from the 2007 OECD Budget Practices and Procedures Survey, and will be uploaded onto the public, online database [\*]. Because some questions from 2007 may have been adapted in the 2011 version, some newly collected data may need to be modified (e.g. averaged or combined to formulate a proxy) in order to allow for comparison of results over time. All such instances will be annotated.

Additionally, results will be featured in the forthcoming *Government at a Glance 2013* (planned for release in the autumn of that year), where data will be presented in the form of a *performance budgeting composite indicator*. Underlying data and methodology will also be made publically available [\*\*].

Finally, survey responses and key findings will be featured in upcoming editions of the *OECD Journal on Budgeting* [\*\*\*].

Prior to publication in *Government at a Glance*, all data and methodologies will be reviewed and validated by members of the Working Party of Senior Budget Officials (through the Performance and Results Network) and Public Governance Committee.

### Additional Reference Materials:

Respondents may find the following publications useful:

Draft Concept Note on 2011 Performance Budgeting Survey (November, 2011).

Discussion Paper on "Typology and Implementation of Spending Reviews" (November, 2011, GOV/PGC/SBO (2011)/9).

Performance Budgeting in OECD Countries (2007, OECD Publishing).

Performance Budgeting: A Users' Guide (*OECD Policy Brief*, March 2008).

Performance Information in the Budget Process: Results of 2005 Questionnaire (*OECD Journal on Budgeting*, Volume 5, Number 2, 2006).

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[\*] International Budget Practices and Procedures Database: [http://www.oecd.org/document/61/0,3746,en\\_2649\\_34119\\_2494461\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/61/0,3746,en_2649_34119_2494461_1_1_1_1,00.html)

[\*\*] Government at a Glance: [www.oecd.org/gov/indicators/govata glance](http://www.oecd.org/gov/indicators/govata glance)

[\*\*\*] OECD Journal on Budgeting: [http://www.oecd.org/document/0,3746,en\\_2649\\_34119\\_2074062\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/0,3746,en_2649_34119_2074062_1_1_1_1,00.html)



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### **Important Guidelines for completing the questionnaire:**

#### **Respondents of questionnaire:**

As previously mentioned, delegates to the Network on Performance and Results are asked to nominate a respondent or group of respondents. These should be firstly from the Central Budget Authority (CBA) and specifically, from a Division/Unit responsible for performance budgeting practices at the central level of government, where applicable. If responsibilities for the collection and review of performance information for budgeting purposes are shared by different Divisions/Units within or outside of the CBA, stakeholders from all units should be involved in responding to the questionnaire.

#### **Scope of questionnaire:**

##### *Level of government*

With very few exceptions (which are clearly indicated), respondents are asked to provide information or data on the policies and practices in place in **central/national/federal government** (these terms are considered synonymous and are hereafter referred to as central government). While this limits the scope of the responses and will not capture the activities of sub-national governments (which account for a large proportion of expenditures within many countries), it ensures that the data are comparable across all responding countries.

##### *Types of performance information*

Respondents (e.g. Central Budget Authorities) will be requested to answer questions in reference to the performance information and tools generated and used at two levels of central government:

- **Line Ministries:** (usually represented in Cabinet and/or report directly to Prime Minister/President).
- **Executive Agencies:** organisational units under Line Ministries (who report usually to Minister, although in some cases may report directly to Prime Minister/President/Cabinet.)

Such distinctions are important since respondents will be asked to make judgements about the quality of the performance information produced at different levels of central government, and to be able to distinguish between: (i) the use of performance information in the allocation of resources across Line Ministries; and (ii) the distribution of Line Ministries' own budget portfolios (to Executive Agencies). It is important therefore that respondents read each question carefully. If respondents are unable to answer given extensive variability between Line Ministries and or Agencies, they should indicate this in the comment space provided.

#### **Definitions of key terms:**

When completing this questionnaire, kindly review and actively refer to the **Glossary of Key Terms** (here [attached](#)). In the majority of instances, OECD definitions have been applied as published in *Performance Budgeting in OECD Countries* (2007). It is possible that the terminology applied in this questionnaire may not exactly match- or may not be applicable- to the particular context in your country. In such cases, please use the comments section (or other space provided) to specify the terminology used in your country and clarify your choice of response. This additional clarification will enhance comparability and data quality.

For further descriptions on the expenditure categories of the Classification of the Functions of Government (COFOG) please refer to the aforementioned glossary.

#### **Data availability:**

Several questions in the questionnaire will ask countries to provide quantitative data. If this data is not available, if it is being provided for a time period other than what is asked in the question, or if there are important caveats that should be known, please be sure to note these in the comments section provided.

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**Structure of Questionnaire:**

The questionnaire is organised into the following six sections:

*Section 1 - Respondents' Information*

*Section 2 - Institutional Context and Recent Trends in Performance Budgeting*

*Section 3 - Types of Performance Information utilised in Budgeting and Implementation of Performance Budgeting Practices*

*Section 4 - Use of Performance Targets in Budgeting*

*Section 5 - Use of Performance Evaluations and Spending Reviews in Budgeting*

*Section 6 - Common Challenges to Performance Budgeting*

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**SECTION 1 - RESPONDENT(S) CONTACT INFORMATION**

*Should it be necessary, Questions 1-7 are required in order to allow the Secretariat to clarify responses directly with subject matter experts. Additionally, delegates of the Public Governance Committee (PGC) may require access to respondents' contact information with regards to data included in Government at a Glance 2013.*

**Contact:** Please provide the contact information for the **main person** responsible for responding to this questionnaire. This information will be used by the OECD in case follow-up is needed to clarify responses to enhance data comparability across countries. If you would like to list multiple contacts, you can enter the information for the additional staff in question 7.

\* Q1. Sur Name (s):

\* Q2. First Name (s):

\* Q3. Respondent's institution (name and web link of Central Budget Authority, Line Ministry/Department or Executive Agency under Line Ministry/Department):

\* Q4. Position/title:

\* Q5. Email address (summary of responses will be sent automatically to this address upon completion):

\* Q6. Telephone:

Q7. Names and emails of additional respondents, if applicable:

**SECTION 2 - INSTITUTIONAL CONTEXT AND RECENT TRENDS IN PERFORMANCE BUDGETING**

*Information collected in Section 2 will help improve the comparability of data across member and partner countries. Such information may also be used in the analysis and verification of responses from other parts of the questionnaire.*

**\* Q8. Please provide web link to official national/federal budget for the 2011 fiscal year:**

**\* Q9a. Where is the function of the Central Budget Authority (CBA) located in your government?**

*Select one.*

- a. Ministry of Finance
- b. President's Office
- c. Prime Minister's Office
- d. Independent agency
- e. Other central government institution
- f. CBA is split between two or more Ministries/Agencies (e.g. such as between Ministry of Finance and Treasury). Please specify

organisations:

**Additional comments:**

*Please use this space as needed to clarify your responses above.*



\* Q9b. According to your answer to Q9a, please provide the formal name of the Central Budget Authority (CBA) organisation in your country along with a corresponding web link:

\* Q9c. According to your answer to Q9a, please provide web links to organisations that perform this function:

\* Q10a. Within the CBA itself, is there a separate entity (e.g. a unit/division) specifically responsible for performance budgeting practices for the central level of government?

*Please select one.*

- a. Yes, there is a unit, which is responsible for developing and overseeing performance budgeting **procedures** (e.g. defining procedures, developing guides, providing training, providing support, etc.), and **compiling** submissions from Line Ministries and Agencies.
- b. Yes, there is a unit, which is responsible for **analysing** performance information received from central government and/or providing countervailing information to that which is provided by Line Ministries and Agencies.
- c. Yes, a unit exists which performs the functions described in both a and b above.
- d. No single unit exists.
- e. Other, please specify:

**Additional comments:**

*Please use this space as needed to clarify your responses above.*



\* Q10b. As you answered option a/b/c to Q10a, please specify the name of the unit:

\* Q10c. Please provide the number of staff employed by this unit/division dedicated to this function:

*If unknown please indicate it in the column "Staff employed" and provide a comment.*

	* Staff employed	Comment, if relevant
Full and part time (Head-count, number of persons)	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
..of which IT and admin staff (optional)	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Other (consultants, workers whose contracts are not under the government's General Employment Framework, etc.)	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>
Total	<input style="width: 100%;" type="text"/>	<input style="width: 100%;" type="text"/>

\* Q10d. As you answered "No single unit exists" to Q10a, please specify how these responsibilities (if at all) are divided within or outside of the CBA:

\* Q11a. Does the CBA have in place a standard performance budgeting framework which is applied uniformly across central government organisations? (e.g. common reporting mechanisms, guidelines, common templates for providing performance information, etc.).

*Please check all that apply.*

- a. Yes, and it applies to all central government Line Ministries **and** Agencies
- b. Yes, but it applies **only** to Line Ministries
- c. Yes, a framework exists but it is **optional** for Line Ministries and Agencies to abide by it.
- d. No, Line Ministries/Agencies have their own performance budgeting frameworks

Q11b. Please provide additional comments to your answer to Q11a, if any:



**\* Q11c. What are the key elements of this standard framework?**

*Please check all that apply.*

- a. General guidelines and definitions for the performance budgeting process
- b. Standard template(s) for reporting performance information back to the CBA
- c. Standard performance rating system
- d. Standard set of performance indicators and/or targets (to accompany Ministries'/Agencies' own indicators)
- e. Standard ICT tool/application for entering and reporting performance information to the CBA
- f. Other, please specify:

**Q11d. Please provide corresponding web links below and/or email supplemental information to [Natalia.nolanflecha@oecd.org](mailto:Natalia.nolanflecha@oecd.org).**

**\* Q11e. How is performance information, if at all, communicated from Line Ministries/Agencies to the CBA?**

*Please describe the procedures/mechanisms used.*

**\* Q12a. Since January 1, 2008 have there been any significant reforms to legislation and/or formal policy guidelines explicitly governing performance budgeting practices and procedures at the central level of government (e.g. for example, delegation of performance budgeting responsibilities to other areas of central government, change in the amount of performance information required, etc.).**

- Yes
- No

**Additional comments:**

*Please use this space as needed to clarify your responses above.*



\* Q12b. Please provide name(s) of reforms, and briefly describe the rationale for reform(s) and the consequences/outcomes. If insufficient space below, please also send supplementary information to [Natalia.nolanflecha@oecd.org](mailto:Natalia.nolanflecha@oecd.org).

**SECTION 3 - TYPES OF PERFORMANCE INFORMATION UTILISED IN BUDGETING AND IMPLEMENTATION OF PERFORMANCE BUDGETING PRACTICES**

Section 3 asks respondents to report the kinds of performance information most commonly used throughout the budgeting process, as well as provide **educated estimates** on the extent to which this information is used by different actors. Because questions relate to the use of performance information in budgeting by **both CBAs and Line Ministries**, respondents are asked to read questions carefully and refer to the Guidelines for further clarification if necessary. Furthermore, respondents are asked to identify the primary stakeholders involved in performance budgeting in their central government, while indicating their main roles and responsibilities.

\* Q13. Please indicate which institutions in your government play important roles in each of the following functions regarding the generation and use of performance information for use in the budgeting process.

For each option, select all institutions/actors that apply. If no "Other" option exists, please indicate "Not applicable".

	Chief Executive or elected governing body (e.g. Prime Minister, President or Cabinet)	Legislature or Legislative body	Supreme Audit Institution	Internal Audit Institution (s), please specify	CBA	Line Ministries	Agencies (usually under Line Ministry)	Private consultants	Civil society organisations	Other institution, please specify	Not Applicable (e.g. not produced or function not practised)	Please comment, where relevant
a. Setting performance targets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
b. Establishing a standard performance budgeting framework or drafting guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
c. Generating performance information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
d. Conducting evaluations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
e. Developing and maintaining ICT system for managing or supporting data and process needs for performance budgeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
f. Allocation and/or reallocation of funds based explicitly on performance information (excluding Spending Reviews)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
g. Other, please specify.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>

\* Q14. Generally speaking, how often do the **Central Budget Authority (CBA) and Line Ministries** utilise the following kinds of performance information in their budget negotiations?

Please rate each of the answer choices in order of use, with 1 being Never, 2 being Rarely, 3 being Occasionally, 4 being Usually and 5 being Always.

Kinds of performance information and instruments

\*

If not applicable,

	Never		Always		Not applicable (e.g. information not generated or negotiations do not take place)	please clarify:	
	1	2	3	4	5		
a. Line Ministries'/ Agencies' <b>financial data</b>	<input type="radio"/>	<input type="radio"/>					
b. Line Ministries'/ Agencies' <b>operational data and performance reports</b> (e.g. annual reports, "business plans", "organisational strategies", etc.)	<input type="radio"/>	<input type="radio"/>					
c. Line Ministries'/Agencies' <b>performance evaluations</b> (evaluations of policies or programmes, commissioned and/or conducted by government)	<input type="radio"/>	<input type="radio"/>					
d. <b>Spending Reviews</b> (evaluation conducted with explicit purpose of identifying savings or funds for re-allocation)	<input type="radio"/>	<input type="radio"/>					
e. <b>Independent performance information</b> (of organisations, programmes or policies, <b>not</b> commissioned or conducted by government)	<input type="radio"/>	<input type="radio"/>					
f. <b>Statistical information</b> (harmonised/standardised data which allow for comparisons over time or across sectors/organisations, official data produced by governmental or international organisations)	<input type="radio"/>	<input type="radio"/>					

**\* Q15. Please provide the names of 2-3 Line Ministries in your government who are consistently leaders in terms of providing relevant, accurate and useful performance information during budget negotiations.**

**Additional comments:**

*Please use this space as needed to clarify your responses above.*



**\* Q16. Generally speaking, how often do the Line Ministries and Agencies utilise the following kinds of performance information in their budget negotiations?**

Please rate each of the answer choices in order of use, with 1 being Never, 2 being Rarely, 3 being Occasionally, 4 being Usually and 5 being Always.

*Kinds of performance information and instruments.*

	Never					Always					*		
	1	2	3	4	5	1	2	3	4	5	Not applicable (e.g. information not generated or negotiations do not take place)	Varies extensively across Ministries (cannot generalise)	If "Not applicable" or "Varies extensively across Ministries", please specify.
a. Line Ministries'/ Agencies' <b>financial data</b>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>										
b. Line Ministries'/ Agencies' <b>operational data and performance reports</b> (e.g. annual reports, "business plans", "organisational strategies", etc.)	<input type="radio"/>	<input type="radio"/>	<input type="text"/>										
c. Line Ministries'/Agencies' <b>performance evaluations</b> (evaluations of policies or programmes, commissioned and/or conducted by government)	<input type="radio"/>	<input type="radio"/>	<input type="text"/>										
d. <b>Spending Reviews</b> (evaluation conducted with explicit purpose of identifying savings or funds for re-allocation)	<input type="radio"/>	<input type="radio"/>	<input type="text"/>										
e. <b>Independent performance information</b> (of organisations, programmes or policies, not commissioned or conducted by government)	<input type="radio"/>	<input type="radio"/>	<input type="text"/>										
f. <b>Statistical information</b> (harmonised/standardised data which allow for comparisons over time or across sectors/organisations, official data produced by governmental or international organisations)	<input type="radio"/>	<input type="radio"/>	<input type="text"/>										

**\* Q17. Are there examples where the distribution of budgeted funds (e.g. monthly or quarterly) is conditional upon meeting performance targets throughout the course of the budget year? If so, please describe how this practice has worked.**

**Additional comments:**

*Please use this space as needed to clarify your responses above.*



**\* Q18. Thinking about the kinds of performance information (PI) described in questions 14 and 16, please estimate what percentage of the total performance information provided by Line Ministries/Agencies to the CBA as part of their budget submissions falls into the following categories:**

Select one choice per row. Please note these indicators are not mutually exclusive. Thematic indicators can also be results measures for instance. See Glossary for definitions, if necessary. If no "Other" option exists, please indicate "Not applicable".

Kinds of performance measures/indicators used by CBAs

	*					Not applicable (e.g. information not generated)	Provide example(s) of indicator
	0-20% of PI	21-40% of PI	41-60% of PI	61-80% of PI	81-100% of PI		
a. <b>Input measures</b> (revenue and input measures on the units of labour, capital and service- or the costs of such units- used in the production and delivery of public goods and services)	<input type="radio"/>	<input type="text"/>					
b. <b>Output measures</b> (volume measures of non-market goods and services produced/delivered)	<input type="radio"/>	<input type="text"/>					
c. <b>Outcome measures</b> (impacts/consequences of government outputs)	<input type="radio"/>	<input type="text"/>					
d. <b>Performance "Ratings"</b> (performance ratings given by CBA or Ministries to Agencies)	<input type="radio"/>	<input type="text"/>					
e. Efficiency measures (cost/output)	<input type="radio"/>	<input type="text"/>					
f. <b>Thematic measures</b> - Gender-sensitive measures (e.g. indicators for gender mainstreaming)	<input type="radio"/>	<input type="text"/>					
g. <b>Thematic measures</b> - Sustainability measures (e.g. 'green' indicators)	<input type="radio"/>	<input type="text"/>					
h. <b>Thematic measures</b> - Innovation measures (e.g. indicators on promoting and conducting innovative practices)	<input type="radio"/>	<input type="text"/>					
i. <b>Thematic measures</b> - Satisfaction/trust measures	<input type="radio"/>	<input type="text"/>					
j. <b>Thematic measures</b> - Inequality/inequity measures	<input type="radio"/>	<input type="text"/>					
k. <b>Other, please specify.</b>	<input type="radio"/>	<input type="text"/>					

**\* Q19. Please indicate how each of the following sectors of central government generally utilise performance information in their budget negotiations with the CBA.**

For each row, select all that apply. If necessary, see the Glossary for further description of the below COFOG categories.

Categories of expenditures in the Public sector (COFOG and Public corporations)

	*										In case of "Other", please specify.
	i. Setting allocations for Line Ministries/Agencies	ii. Setting allocations for programmes	iii. Reducing spending	iv. Eliminating programmes	v. Increasing spending	vi. Proposing new areas of spending (e.g. new programmes)	vii. Developing management reform proposals	viii. Strategic planning/prioritisation of programmes and policies for coming years	ix. Other	x. Not used	
General public services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Defence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Public order and safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Economic affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Environmental protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Housing and Community amenities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Social protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>
Public corporations (including utilities)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>

**Additional comments:**

*Please use this space as needed to clarify your responses above.*

Vertical scrollbar



\* Q20. As you selected option(s) i-v to Q19 (e.g. allocation-setting), please provide 2-3 examples of when this was the case, providing also the performance targets and/or measures which triggered/determined the allocation decisions.

If insufficient space below, please provide this information via email to [Natalia.nolanflecha@oecd.org](mailto:Natalia.nolanflecha@oecd.org), indicating the question number.

\* Q21. Generally speaking, how often do CBAs, Line Ministries and Agencies utilise non-commissioned policy research and evaluations from the following non-governmental sources for budgeting purposes?

Please rate each of the answer choices in order of use, with 1 being Never, 2 being Rarely, 3 being Occasionally, 4 being Usually and 5 being Always. If no "Other" option exists, please indicate "Not applicable".

Sources of non-governmental performance information.

	Never	*					Always	Please comment, if relevant
	1	2	3	4	5	Not applicable		
a. Think Tanks	<input type="radio"/>	<input type="text"/>						
b. Consultancies	<input type="radio"/>	<input type="text"/>						
c. Line Ministries'/Agencies' performance evaluations (evaluations of policies or programmes, commissioned and/or conducted by government)	<input type="radio"/>	<input type="text"/>						
d. Civil society organisations	<input type="radio"/>	<input type="text"/>						
e. Universities/academia	<input type="radio"/>	<input type="text"/>						
f. Other, please specify. <input type="text"/>	<input type="radio"/>	<input type="text"/>						

**Additional comments:**

Please use this space as needed to clarify your responses above.



**SECTION 4 - USE OF PERFORMANCE TARGETS IN BUDGETING**

*The following set of questions will relate specifically to performance targets—a specific category of performance information by which a measurable performance objective is set (ex ante) for a specified period of time. Please see Glossary for more detailed definition of performance targets and some examples.*

**\* Q22. When setting performance targets, against what benchmark(s) are they generally set against?**

Please check all that apply.

- a. Relative to the programme’s past performance
- b. Relative to the performance of a similar programme
- c. Relative to international benchmarks of similar programmes
- d. According to the performance objectives of the programme
- e. None
- f. Not applicable, performance targets not set/used.
- g. Other, please specify:

**\* Q23. Generally speaking, what percentage of these performance targets (PTs) are aligned/linked to higher level strategies?**

Select one choice per row. If no "Other" option exists, please indicate "Not applicable".

	*						
	0- 20% of PTs	21- 40% of PTs	41- 60% of PTs	61- 80% of PTs	81- 100% of PTs	Unknown	Not applicable (e.g. does not exist)
a. A high-level strategy spanning 5-10 yrs which sets out key national priorities, targets, objectives for government action. This includes also high-level <b>sectoral strategies</b> (e.g. water, transport, education, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. A <b>Coalition Agreement</b> or “ <b>Government Manifesto</b> ” spanning typically 4-5 yrs (e.g. the tenure of the government)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. A <b>national reform programme</b> and/or <b>national development plan</b> - typically spanning 4-5 yrs- which outlines the specific policies and measures that will be developed nationally (e.g. modernization programme, Information Society programme, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. A <b>Ministerial/Departmental Mission or Vision Statement</b> , outlining how they will achieve other national/high-level strategies (typically span 2-4 years)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. <b>Social Partnership Agreement</b> aimed at establishing and developing a dialogue with social partners.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Other, please specify. <input style="width: 100px;" type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Additional comments:**

Please use this space as needed to clarify your responses above.



**\* Q24a. If performance targets are not met by Line Ministries/Agencies, how likely is it that any of the following consequences are triggered?**

Please rate each of the answer choices in order of occurrence, with 1 being Never, 2 being Rarely, 3 being Occasionally, 4 being Usually and 5 being Always.

	* Never					Please comment, if relevant
	1	2	3	4	5	
a. No consequences	<input type="radio"/>	<input type="text"/>				
b. Programme eliminated	<input type="radio"/>	<input type="text"/>				
c. More intense monitoring of organisation and/or programme in the future	<input type="radio"/>	<input type="text"/>				
d. Budget freezes	<input type="radio"/>	<input type="text"/>				
e. Budget decreases	<input type="radio"/>	<input type="text"/>				
f. Budget increases	<input type="radio"/>	<input type="text"/>				
g. Pay cut for head of programme/organisation (either to performance-variable pay or bonus)	<input type="radio"/>	<input type="text"/>				
h. Negative consequences for performance evaluations of individuals responsible for programme/organisation	<input type="radio"/>	<input type="text"/>				
i. Organisational or programme's poor performance made public	<input type="radio"/>	<input type="text"/>				
j. More staff assigned to programme/organisation	<input type="radio"/>	<input type="text"/>				
k. More training provided to staff assigned to programme/organisation	<input type="radio"/>	<input type="text"/>				
l. Programme transferred to other Ministry/Department or Agency	<input type="radio"/>	<input type="text"/>				
m. New leadership brought in to manage/oversee programme/organisation	<input type="radio"/>	<input type="text"/>				

**\* Q24b. If performance targets are met by Line Ministries/Agencies, how likely is it that any of the following consequences are triggered?**

Please rate each of the answer choices in order of occurrence, with 1 being Never, 2 being Rarely, 3 being Occasionally, 4 being Usually and 5 being Always.

	* Never					Please comment, if relevant
	1	2	3	4	5	
a. No changes	<input type="radio"/>	<input type="text"/>				
b. Budget increase (beyond what would have been a regular increase despite of performance)	<input type="radio"/>	<input type="text"/>				
c. Remaining budget allowed to be carried over to next fiscal year	<input type="radio"/>	<input type="text"/>				
d. Line Ministry/Department allowed to transfer any remaining budget to other programme/organisation	<input type="radio"/>	<input type="text"/>				
e. Organisational and/or programme's positive results made public	<input type="radio"/>	<input type="text"/>				
f. Requirements for reporting back on performance are lessened/reduced	<input type="radio"/>	<input type="text"/>				
g. Senior Civil servants receive pay raise to performance variable portion of pay or bonus	<input type="radio"/>	<input type="text"/>				
h. Special recognition of senior civil servants responsible for organisation/programme/policy (e.g. award, certificate, etc.)	<input type="radio"/>	<input type="text"/>				
i. Staff reduction/transfers	<input type="radio"/>	<input type="text"/>				
j. Leadership moved to other programmes/organisations so as to "re-create" good performance	<input type="radio"/>	<input type="text"/>				
k. Leadership/staff asked to train others and/or share their practices/lessons with other civil servants	<input type="radio"/>	<input type="text"/>				

**Additional comments:**

Please use this space as needed to clarify your responses above.



\* **Q25. What mechanisms (if any) are used by CBAs and/or Line Ministries to hold government organisations accountable for allocations set according to performance targets (e.g. contracts with the public, legislature, or CBA)?**

\* **Q26a. Since January 1, 2008 have any of the following trends occurred regarding the generation and use of performance targets?**  
*Please check all that apply.*

- a. In general, increased in number
- b. In general, decreased in number
- c. Increasingly being moved from core Budget document to appendices/supplemental information accompanying the Budget
- d. Increasingly being moved from supplemental information accompanying the Budget into the core Budget document itself
- e. Performance targets more flexible (e.g. allowing for a range of results, for instance)
- f. Performance targets have become more precise (e.g. increasing precision with regards to measurement of the outcomes that are to be achieved)
- g. Performance against targets is being tracked more regularly (e.g. rather than annually, quarterly for instance)
- h. Performance against targets is being tracked less regularly (e.g. perhaps every few years rather than every year)
- i. Performance targets being used more where data is available (e.g. education, health) and less in sectors where such information is more difficult to use (e.g. defence or foreign policy)
- j. Other, please specify:

**Q26b. Please provide additional comments to your answer to Q26a, if any:**

**SECTION 5 – PERFORMANCE EVALUATIONS AND SPENDING REVIEWS**

*The following questions relate specifically to government performance evaluations and spending reviews. Performance evaluations are retrospective analyses of a policy, programme or organisation in order to assess how successful or otherwise it has been, what challenges may exist to improving performance, and what lessons (good or bad) can be learnt for the future. This section refers exclusively to government performance evaluations (e.g. those either commissioned or conducted by government organisations). Spending reviews are a more specific kind of evaluation conducted with the intent of identifying savings and or funds for re-allocation, and which propose measures for achieving these savings. Please refer to Glossary for more detailed descriptions of the different kinds of Spending Reviews.*

**5.1 Performance evaluations (commissioned and/or conducted by government)**

**\* Q27a. Please indicate which of the following elements are included in regulations and/or formal policy guidelines explicitly governing performance evaluations commissioned or conducted by your government.**

*Please check all that apply.*

- a. Terms of Reference (e.g. scope, timing, procedures, methodology) must be published prior to start of evaluations
- b. Advisory committee must be formed
- c. External stakeholders must be involved in conducting the evaluation(s)
- d. Results must be made publically available
- e. Consultation on results required
- f. Not applicable (e.g. there are no regulations/policy guidelines governing performance evaluations)
- g. Other, please specify:

**Q27b. Please provide additional comments to your answer to Q27a, if any:**



\* Q27c. Please provide web links to policy guidelines/regulations regarding the conduct of performance evaluations in your country:

\* Q27d. What percentage of performance evaluations commissioned and/or conducted by your government would you estimate abide by such regulations/policy guidelines in practice?

Please check all that apply.

- a. 100% of evaluations
- b. 80-99%
- c. 61-80% of evaluations
- d. 41-60% of evaluations
- e. 21-40% of evaluations
- f. 1-20% of evaluations
- g. None (0% of performance evaluations)

Q28. Please fill in the following table with regards to the performance evaluations commissioned and/or conducted by government between January 1, 2007 and December 1, 2011. Please indicate which sectors were covered by these performance evaluations (if necessary see the Glossary for further description of sectors).

	Number of government performance evaluations (select one)							Sectors covered (select all that apply)									
	1-10	11-20	21-30	31-40	41-50	Over 50	Unknown	Gen. Public services	Defence	Public order and safety	Econ Affairs	Environment	Housing	Health	Recreation, culture, religion	Education	Social protection
a. Evaluations of programmes/policies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Evaluations of organisations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Other, please specify.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional comments:

Please use this space as needed to clarify your responses above.



### ***5.2 Spending Reviews***

**\* Q29. Does your government conduct spending reviews (e.g. evaluations conducted with the intent of identifying savings and or funds for re-allocation, and which propose measures for achieving these savings). See Glossary for description of the different kinds of spending reviews as well as the relevant Discussion Paper (OLIS Reference GOV/PGC/SBO/(2011)9).**

Yes

No



**\* Q30. Please provide the names and web links to major spending reviews:**

**\* Q31a. Generally speaking, which kinds of government expenditures do spending reviews examine?**

Select one.

- a. Transfers and/or entitlement expenditures governed by law
- b. Expenditures governed by budget appropriations
- c. Both types (a and b) of expenditures are examined

**\* Q31b. Of these spending reviews, what levels of government are examined?**

Select one.

- a. Central government only
- b. Sub-national governments (e.g. state, regional/provincial, local)
- c. Both levels of government are examined

**\* Q31c. Of these, what is the scope of reviews and when are they generally conducted?**

Select one choice per row.

Scope of reviews

	*When generally conducted?				Other	If "other", please specify
	Following an election	As part of annual budget process	As part of new government programme/reform	As part of retrenchment efforts		
All government programmes examined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input style="width: 100px;" type="text"/>
A sub-set of government programmes examined	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input style="width: 100px;" type="text"/>

**Additional comments:**

Please use this space as needed to clarify your responses above.



**\* Q32. Please indicate which government actors are primarily responsible for the following spending review procedures.**

Please check all that apply.

	President/ Prime Minister/ Cabinet	CBA	Line Ministries	Commission, Committee	Other	* If "Other" please specify. If "Commission" or "Other" please describe the composition.
a. Determining methodology and procedures for the review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b. Selection of review scope (in cases where all programmes are not reviewed)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c. Providing guidance, steering, technical assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d. Preparing of reports and proposals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e. Supervision & review of reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f. Final decision-making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g. Monitoring follow-up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**\* Q33. When, if at all, are non-governmental actors (e.g. NGOs, consultants, citizens, etc.) involved in the spending review process?**

Please check all that apply.

- a. Non-governmental actors are consulted ex-ante (before the review takes place) on objectives and/or procedures
- b. Non-governmental actors are consulted during the review process to provide inputs for analysis
- c. Non-governmental actors are consulted following the review on findings, recommendations and/or follow-up
- d. Non-government actors are not consulted

**\* Q34. How are Spending Reviews linked to the wider national/federal budgeting process?**

Please check all that apply.

- a. Spending reviews are part of the budget process (e.g. accepted recommendations are presented in the budget)
- b. Spending review recommendations are adopted through the political process (e.g. are available to political parties for adoption in their platforms and for governments to add to their political programme or coalition agreement)
- c. Spending review recommendations are adopted in the legislative approval and amendment phase of the budget and/or for legislative changes to authorising legislation
- d. Unknown, line ministries conduct spending reviews and CBA is unaware of how results are translated into budget proposals
- e. Other, please specify:

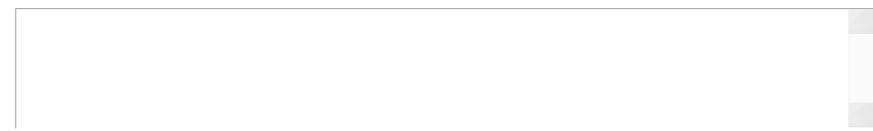
**\* Q35a. Please fill in the following table with regards to the spending review(s) commissioned and/or conducted between January 1, 2007 and December 1, 2011.**

If unknown please indicate it in the column "value".

	* Value	Please comment, if relevant
a. Number of spending reviews from January 1, 2007 to December 1, 2011.	<input type="text"/>	<input type="text"/>
b. Total number of line ministries reviewed	<input type="text"/>	<input type="text"/>
c. Total number of programmes reviewed	<input type="text"/>	<input type="text"/>
d. Total value of programmes reviewed (please provide value in national currency, in terms of programme appropriations at time of review)	<input type="text"/>	<input type="text"/>
e. Total number of programmes cut (but not eliminated)	<input type="text"/>	<input type="text"/>
f. Total number of programmes eliminated	<input type="text"/>	<input type="text"/>
g. Total value of expenditure reduction recommendations (in national currency) at time of review	<input type="text"/>	<input type="text"/>
h. Total expenditure reduction achieved as of 31 December, 2011 (please provide value in national currency, in terms of programme appropriations)	<input type="text"/>	<input type="text"/>

**Additional comments:**

Please use this space as needed to clarify your responses above.





**\* Q35b. Of the total value indicated in row h in Q35a above, how much of this expenditure reduction has been:**

*If unknown please indicate it in the column "value" and provide an estimation in terms of the percentage of the value indicated in row h in Q35a.*

	* Value (in national currency) appropriations	If value unknown, please provide the estimated percentage of expenditure reduction achieved thus far (pct. of value indicated in column h above).
Reallocated within the Ministry (e.g. no change to the overall ministerial appropriation)		
Reallocated across line ministries (e.g. other ministerial appropriations are raised by the same amount of the spending review reduction)		
Reallocated towards deficit reduction (e.g. reduction in central government expenditure)		

**\* Q36. What were the savings measures adopted by the last round of spending reviews?**

*Please check all that apply.*

- a. Operational efficiency measures (including horizontal measures that cross multiple programmes or organisations)
- b. Adjustment of programme (e.g. change in policies, initiatives and/or moved to other organisation)
- c. Reduction of service levels provided while maintaining the programme
- d. Elimination of programme
- g. Other, please specify:

**Q37. In your country, what have been the top success factors for ensuring the results/recommendations of spending reviews are realised?**

*Select 5 success factors from the below possibilities, ranking them on a scale of 1-5, with 1 being the most important success factor.*

	Enter a rank (1-5)
a. Leadership and follow-up by Prime Minister/President	<input style="width: 100px;" type="text"/>
b. Leadership and follow-up by CBA	<input style="width: 100px;" type="text"/>
c. Leadership and follow-up by Ministers	<input style="width: 100px;" type="text"/>
d. Leadership and follow-up by Senior civil servants	<input style="width: 100px;" type="text"/>
e. Reporting to Legislature	<input style="width: 100px;" type="text"/>
f. Reporting to the Public	<input style="width: 100px;" type="text"/>
g. Other, please specify. <input style="width: 100px;" type="text"/>	<input style="width: 100px;" type="text"/>

**Q38. In your country, what been the greatest challenges to ensuring the results/recommendations of spending reviews are realised?**

*Select 5 challenges factors from the below possibilities, ranking them on a scale of 1-5, with 1 being the greatest challenge.*

	Enter a rank (1-5)
a. Lack of capacity (e.g. available staff)	<input style="width: 100px;" type="text"/>
b. Lack of capability (e.g. technical expertise in terms of analysis or methodological skills)	<input style="width: 100px;" type="text"/>
c. Lack of performance information/data	<input style="width: 100px;" type="text"/>
d. Poor quality of performance information/data	<input style="width: 100px;" type="text"/>
e. Lack of time (e.g. short time frame for implementation)	<input style="width: 100px;" type="text"/>
f. Lack of political support	<input style="width: 100px;" type="text"/>
g. Lack of framework	<input style="width: 100px;" type="text"/>
h. Gaming	<input style="width: 100px;" type="text"/>
i. Other, please specify. <input style="width: 100px;" type="text"/>	<input style="width: 100px;" type="text"/>

**\* Q39. What would you say is the greatest value of the spending review process in your country as opposed to other measures to identifying savings? (e.g. transparency of the process, impartiality of the process which helps to ensure buy-in for recommendations, process for communicating intentions/expectations for budget cuts, etc.)**

**Additional comments:**

*Please use this space as needed to clarify your responses above.*



**SECTION 6 – CHALLENGES AND TRENDS IN PERFORMANCE BUDGETING**

*This final section asks respondents to identify the major obstacles to effectively implementing performance budgeting practices and maximising desired impact. Respondents should also report observed trends since 2008 (e.g. changes in use, decentralisation of practices, etc.).*

**\* Q40. Rate each of the following potential challenges to performance budgeting on a scale of 1 to 5.**

*Please rate each of the answer choices in order of challenge, with 1 being Not a challenge, 2 being Not significant challenge, but exists, 3 being Somewhat of a challenge, 4 being Significant challenge and 5 being Very significant challenge.*

*Potential challenges*

	*					Please comment, if relevant
	Not a challenge		Very significant challenge			
	1	2	3	4	5	
a. Lack of accurate and timely data to serve as input for performance measures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
b. Unclear policy/programme objectives make it difficult to set performance measures/targets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
c. Lack of leadership/commitment in promoting performance-based approach to budgeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
d. Gaming- whereby selection of performance targets chosen deliberately in ways that bias results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
e. Unclear what role, if any, performance information presented in budget has played in allocation decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
f. Performance information provided not relevant for budgetary decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
g. Focus on performance decreases once funds have been allocated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
h. Horizontal working and cooperation across central gov. organisations has decreased due to greater competition for funds or to show ownership over activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
i. Performance measures do not provide information on efficiency or cost-effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
j. Lack of capacity/training for staff/civil servants with regards to performance measurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
k. Lack of resources (time, staff, operating funds) to devote to performance evaluations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
l. Lack of culture of "performance"	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
m. Lack of framework/guidance on performance-budgeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
n. Information overload—too much information is presented and not always clear which are most adequate for decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
o. Performance budgeting procedures too bureaucratic/lengthy/complicated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
p. Inconsistencies/duplication between PB practices and procedures of CBAs and Line Ministries/Agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

**\* Q41. How have recent austerity measures impacted performance budgeting practices in your country?**

*Please check all that apply.*

- a. Performance measurement more of a priority
- b. Performance measurement less of a priority
- c. Stronger link between performance management and financing
- d. Weaker link between performance management and financing
- e. No impact
- f. Not applicable (no austerity measures)
- g. Other, please specify:

**Additional comments:**

*Please use this space as needed to clarify your responses above.*





Q42. Are there any additional issues you would like to clarify/note that were not addressed in the questionnaire?

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#### END OF THE QUESTIONNAIRE

[Please click here to preview your responses before final submission.](#)

You may use the **"Back"** button to return to prior questions and amend your responses. Click on **"Submit"** to send your responses to the OECD. Once you select "Submit", an email will be sent to the address you provided with a copy of your final responses for your records.