



2016 Performance Budgeting Survey

Background

The OECD Secretariat periodically surveys members and partners on budgeting practices and procedures. This is the second survey on the use of performance and results information in budgeting – the first was issued in 2011. The results of the past survey are contained in the OECD [International Database of Performance Budgeting](#).

Survey Objectives

To obtain from OECD member and partner countries updated data on:

- the types of performance information and instruments employed throughout the budgeting process
- how performance information is being used in budgetary decision-making
- roles and responsibilities of key stakeholders involved in generating and utilising performance information in budget negotiations
- the main benefits/challenges faced in using performance information in budgeting

Action

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. Network delegates are asked to kindly nominate a primary respondent. The primary respondent will coordinate with colleagues within and across organisations to finalise answers, and liaise between the OECD and country colleagues after final submission should any further clarification or verification be needed.

Deadline

March 4, 2016

Contact

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Survey outline

Section I - page 3 - Basic Information

Section II - pages 4-21 - Performance Budgeting

Section III - pages 22-25 - Evaluation
Section IV - pages 26-30 - Spending Review
Section V - page 31 - Statistics on Performance Functions
Section VI - pages 32-36 - European Union-only

Instructions

- * Please fill in all survey fields to the best of your ability.
- * A glossary of terminology is linked at the bottom of each page. It is recommended to open the glossary for reference in a separate browser tab:
[Glossary - 2016 OECD Performance Budgeting Survey.pdf](#)
- * You may not be presented all survey questions. Some questions are conditional, based on responses to prior questions.
- * You do not need to complete the survey out in order. Survey responses are saved in 'real time' and can be returned to and revised.
- * The Google Chrome web browser is recommended for this survey application, though other browsers will also support the application.
- * Upon completion, you will have a final opportunity to review your responses. After submitting your completed survey form, you will receive a completion email to the address you provide.
- * If you have any questions or difficulty completing the survey, please contact Trevor Shaw (Trevor.Shaw@oecd.org).

Thank you for your cooperation!

Section I *Basic Information*

1. *Country

2. *Name

3. *Organisation name

4. *Email

5. Telephone

Include country code

6. Is your country an EU member state?

- Yes
- No

Section II *Performance Budgeting*

7. Does your country have in place a standard performance budgeting framework which is applied uniformly across central government organisations?

- Yes, it is compulsory for line ministries and agencies
- Yes, it is compulsory only for line ministries
- Yes, but it is optional for both line ministries and agencies
- No

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

Check all that apply

- End of year performance report
- Ministry/agency annual report to parliament
- Informal dialogue/procedures
- Budget preparation process
- Budget execution report

Other:

-

9. What are the key elements of the framework?

Check all that apply

- General guidelines and definitions
- Standard templates for reporting performance information
- Standard set of performance indicators and/or targets
- Standard ICT tool for entering/reporting performance information

Other:

-

10. How is performance information structured, if not for a standard performance budgeting framework?

- No framework at CBA, but line ministries/agencies have developed their own performance budgeting frameworks
- There is no framework in place at the CBA or in Line Ministries/Agencies

Other:

-

11. General comments on how performance information is structured, if not for a standard performance budgeting framework.

Provide comments and web links, as required



12. Does your country have in place a national performance framework which spans all central government operations?

A national performance framework can be, but is not necessarily, linked to budget or budget categories (e.g. programmes)

- Yes
- No

<http://survey.oecd.org/ViewContent.aspx?contentID=2311>

13. What elements of the national performance framework are in place?

Please select all that apply

- A clear set of national outcome goals
- A clear set of Key National Indicators
- A clear set of statistical indicators on national performance
- The use of international benchmarks to assess progress/performance
- A centrally-determined framework for linking sectoral output/outcome objectives with national outcome goals
- The CBA provides instructions on the selection and quality of output/outcome objectives
- An entity other than the CBA provides instructions on the selection and quality of output/outcome objectives
- An annual report on the achievement of national outcome goals

<http://survey.oecd.org/ViewContent.aspx?contentID=2312>

14. Is there a separate entity (e.g. a unit/division) specifically responsible for performance budgeting practices for the central level of government?

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), and compiling submissions from Line Ministries and Agencies.

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.

Yes, a unit exists which performs the functions described in both a and b above.

No single unit exists.

Other:

15. What role does the Supreme Audit Institution play in the system of performance information and budgeting?

Check all that apply

Assessment of the structure and soundness of the overall performance framework

Assessment of the quality of targets/indicators

Assessment of whether targets were achieved

Assessment of whether the government's performance information is fair/accurate

Assessment of budget openness and transparency

Legal compliance

Other:

<http://survey.oecd.org/ViewContent.aspx?contentID=2313>

16. Does your country use Key National Indicators (KNI)?

- Yes
- No

17. If your country uses KNIs, what percentage:

	Percentage of KNIs
Have been a KNI for 2 years or more	Select: <input type="text"/>
Have been a KNI for 5 years or more	Select: <input type="text"/>
Are internationally comparable	Select: <input type="text"/>
Are aligned with the Sustainable Development Goals	Select: <input type="text"/>
Are aligned with the Europe 2020 objectives	Select: <input type="text"/>
Are aligned with another international framework	Select: <input type="text"/>

<http://survey.oecd.org/ViewContent.aspx?contentID=2314>

18. What percentage of the total performance information provided by Line Ministries/Agencies to the CBA as part of budget submissions falls into the following categories:

These totals do not necessarily sum to '100'

	Percentage of total											
	0	10	20	30	40	50	60	70	80	90	100	Unsure
	<input style="width: 100%; height: 20px;" type="text"/>											
	1.											
	2.											
Output measures	3.											<input type="checkbox"/>
	4.											
	5.											
	6.											

7.

8.

9.

10.

11.

1.

2.

3.

4.

5.

Outcome measures

6.

7.

8.

9.

10.

11.

1.

2.

Efficiency measures

3.

4.

5.

6.

7.
8.
9.
10.
11.

19. What percentage of total performance information provided by Line Ministries/Agencies to the CBA as part of budget submissions falls into the following thematic categories:

These totals do not necessarily sum to '100'

	Percentage of total											
	0	10	20	30	40	50	60	70	80	90	100	Unsure
	<input type="text" value=""/>											
	1.											
	2.											
	3.											
	4.											
	5.											
Gender-sensitive measures	6.											<input type="checkbox"/>
	7.											
	8.											
	9.											
	10.											
	11.											
Environmental sustainability measures												<input type="checkbox"/>

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

1.

2.

3.

4.

5.

Innovation measures

6.

7.

8.

9.

10.

11.

Satisfaction/trust measures

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

1.

2.

3.

4.

5.

Inequality/inequity measures

6.

7.

8.

9.

10.

11.



<http://survey.oecd.org/ViewContent.aspx?contentID=2315>

20. Which institutions play important roles in generating and using performance information in each aspect of the budgeting process?

Select all that apply

	Organisations							
	President/Prime Minister's Office	CBA	Line Ministries	Agencies	Legislature	Supreme Audit	Internal Audit	Other
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"/>
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"/>
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"/>
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"/>
Developing and maintaining ICT system for 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"/>
Allocation and/or reallocation of funds based explicitly on 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"/>

(excluding
Spending
Reviews)

Other, please

<http://survey.oecd.org/ViewContent.aspx?contentID=2316>

21. Estimate how frequently each indicator is applied in the various sectors:

Overlap between functions is possible, so please estimate to the best of your ability.

	Activities	Outputs	Outcomes
Functions			
General public services	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Defence	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Public order and safety	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Economic affairs	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Environmental protection	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Housing	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Health	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Recreation, culture, religion	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Education	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Social protection	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Alternatively defined functional areas			
Direct service delivery	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>
Transfers to individuals	Select: <input type="text"/>	Select: <input type="text"/>	Select: <input type="text"/>

Transfers to other organisations (incl. other levels of govt)	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>
Revenue administration	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>
Internal operations	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>
Inclusiveness	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>
Trust in government	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>
Gender equality	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>	Select: <input type="button" value="▼"/>

<http://survey.oecd.org/ViewContent.aspx?contentID=2317>

22. Policy rationale: Please indicate the relative importance of the listed factors for introducing performance budgeting measures in your country.

	Relative importance					
	N/A	Low	Low-medium	Medium	Medium-high	High
Promoting the general principle of transparency in policy aims and impacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting the general principle of accountability for the effective use of resources by public bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informing the allocation and prioritisation of resources by the	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

executive in the annual budget						
Informing parliamentary scrutiny of the annual budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting service delivery targets which are directly linked to resources allocated to public bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promoting a culture of performance and delivery within public bodies and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating the conduct of evaluations and value-for-money studies within public bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting legal compliance requirements e.g. regarding clear delegation / assignment of objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting the coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

and achievement of government-wide strategic objectives

Other, please

23. Policy impact: Please indicate the relative effectiveness of the performance budgeting system in advancing the considerations listed below.

	Relative effectiveness					
	N/A	Low	Low-medium	Medium	Medium-high	High
Promoting the general principle of transparency in policy aims and impacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting the general principle of accountability for the effective use of resources by public bodies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Informing the allocation and prioritisation of resources by the executive in the annual budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Informing parliamentary scrutiny of the annual budget	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Setting service delivery targets which are directly linked to resources allocated to public bodies	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Promoting a culture of performance and delivery within public bodies and management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facilitating the conduct of evaluations and value-for-money studies within public bodies	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Meeting legal compliance requirements e.g. regarding clear delegation / assignment of objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Promoting the coordination and achievement of government-	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

wide strategic
objectives

Other, please



<http://survey.oecd.org/ViewContent.aspx?contentID=2318>

24. Does your government set performance targets?

- Yes, for all programmes
- Yes, for most programmes
- Yes, for only priority programmes
- No

<http://survey.oecd.org/ViewContent.aspx?contentID=2316>

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

Check all that apply

- Relative to the programme's past performance
- Relative to the performance of a similar programme
- Relative to international benchmarks of similar programmes
- According to the performance objectives of the programme

Other:



26. Since January 1, 2012 have any of the following trends occurred regarding performance targets?

Select all that apply

- Generally increased number of targets
- Generally decreased number of targets
- Increasingly being moved from core Budget document to appendices/supplemental information accompanying the Budget

- Increasingly being moved from supplemental information accompanying the Budget into the core Budget document itself
- Performance targets have become more flexible
- Performance targets have become more precise
- Performance against targets is being tracked more regularly
- Performance against targets is being tracked less regularly
- Performance targets being used more where data is available
- Performance targets being used less where data is available

Other:

27. Between 2012 and today, roughly how many of the government's performance targets have been revised or replaced?

- None
- Few (0-20%)
- Some (20-40%)
- Many (40-60%)
- Most (60-80%)
- All, or nearly all (80-100%)

Other:

<http://survey.oecd.org/ViewContent.aspx?contentID=2320>

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

	Frequency					
	N/A	Never	Rarely	Occasionally	Usually	Always
No changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programme eliminated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More intense monitoring of organisation and/or programme in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Budget freezes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Budget decreases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Budget increases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pay cut for head of programme/organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Negative consequences for performance evaluations of individuals responsible for programme/organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational or programme's poor performance made public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More staff assigned to programme/organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More training provided to staff assigned to programme/organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programme transferred to other Ministry/Department or Agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New leadership brought in to manage/oversee programme/organisation	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Leads to a spending review or evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	Frequency					
	N/A	Never	Rarely	Occasionally	Usually	Always
No changes	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Budget increase (beyond what would have been a regular increase despite of performance)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remaining budget allowed to be carried over to next fiscal year	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Line Ministry/Agency allowed to transfer any remaining budget to other programme/organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisational and/or programme's positive results made public	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Requirements for reporting back on performance are lessened/reduced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Senior Civil servants receive pay raise to performance variable portion of pay or bonus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special recognition of senior civil servants responsible for organisation/programme/policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff reduction/transfers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership moved to other programmes/organisations so as to “re-create” good performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership/staff asked to train others and/or share their practices/lessons with other civil servants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<http://survey.oecd.org/ViewContent.aspx?contentID=2321>

30. Generally speaking, how often do the Central Budget Authority (CBA) and line ministries utilise the following kinds of performance information in their budget negotiations?

	Frequency				
	Never	Rarely	Occasionally	Usually	Always
Line Ministries'/Agencies' financial data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Line Ministries' / Agencies' operational data and performance reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Line Ministries' / Agencies' performance evaluations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spending Reviews (evaluation conducted with explicit purpose of identifying savings or funds for reallocation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Independent performance information (of organisations, programmes or policies, not commissioned or conducted by government)	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Statistical information (harmonised/standardised data which allow for comparisons over time or across sectors/organisations, official data produced)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. Generally speaking, how often do agencies and line ministries utilise the following kinds of performance information in their budget negotiations?

	Frequency				
	Never	Rarely	Occasionally	Usually	Always
Line Ministries' / Agencies' financial data	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Line Ministries' / Agencies' operational data and performance reports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Line Ministries' / Agencies' performance evaluations	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Spending Reviews (evaluation conducted with explicit purpose of identifying savings or funds for reallocation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Independent performance information (of organisations, programmes or policies, not commissioned or conducted by government)	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>

Statistical information (harmonised/standardised data which allow for comparisons over time or across sectors/organisations, official data produced)

○ ○ ○ ○ ○

<http://survey.oecd.org/ViewContent.aspx?contentID=2322>

32. Rate each of the following potential challenges to effectively implementing performance budgeting:

	Difficulty					
	N/A	Low	Low-medium	Medium	Medium-high	High
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"/>	<input type="radio"/>
Programme eliminated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More intense monitoring of organisation and/or programme in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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"/>	<input type="radio"/>
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"/>	<input type="radio"/>
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"/>	<input type="radio"/>
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"/>	<input type="radio"/>

Performance information provided not relevant for budgetary decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Focus on performance decreases once funds have been allocated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Horizontal working and cooperation across central govt. 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"/>	<input type="radio"/>
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"/>	<input type="radio"/>
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"/>	<input type="radio"/>
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"/>	<input type="radio"/>
Lack of culture of “performance”	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of framework/guidance on performance-budgeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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"/>	<input type="radio"/>
Performance budgeting procedures too bureaucratic/lengthy/complicated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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"/>	<input type="radio"/>

Lack of adequate ICT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<http://survey.oecd.org/ViewContent.aspx?contentID=2323>

33. How would you rate the impact performance information has had on influencing budget decisions in each sector?

	Impact					
	N/A	Low	Low-medium	Medium	Medium-high	High
Functions of government						
General public services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Defence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic affairs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public order and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation, culture, religion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social protection	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alternatively defined functional areas						

Inclusiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trust in government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct service delivery	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transfers to individuals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transfers to other organisations (incl. other levels of govt)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revenue administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internal operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender equality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. Please provide an example for the two policy areas in which the impact has been greatest.

Example 1

Please provide explanations for successes, wherever possible

35. Example 2

Please provide explanations for successes, wherever possible



36. To what degree are common or government-wide information technology (IT) systems in place for:

	Availability/frequency					Publicly available? (Y/N)	
	Never	Rarely	Occasionally	Usually	Always	Yes	No
Line ministries / agencies to input performance information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Central authority responsible for performance information to collect performance information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance data management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Production / presentation of performance information to end-users	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. Have performance budgeting systems and processes contributed to improved quality of public finances in your country?

Indicate level of agreement					
	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Yes, quantifiable improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yes, non-quantifiable improvements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No perceptible improvements to date	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<http://survey.oecd.org/ViewContent.aspx?contentID=2324>

38. The performance budgeting system(s) in your country generally...

Please indicate whether you generally agree or disagree with the following statements regarding EU-funded programmes, by reference to your country experience:

Choices	3: Neither					N/A
	1: Strongly agree	2: Somewhat agree	agree nor disagree	4: Somewhat disagree	5: Strongly disagree	
... are effective in promoting high levels of legal and financial compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... are effective in promoting transparency about programme objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

... are effective in promoting the achievement of programme objectives	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
... include sufficient guidance about the design and use of performance information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... are closely compatible or integrated with the national performance framework	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
... should be more closely aligned or integrated with the national performance framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... have been influential in the design and development of domestic public sector management practices more generally	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
... involve high administrative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

burden relative to benefits						
... are overly concerned with legal/financial compliance as distinct from achievement of programme objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
... generally lead to improved programme performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. Please provide additional comments that are relevant to performance budgeting in your country, but may not have been addressed in Section II: Performance Budgeting.

<http://survey.oecd.org/ViewContent.aspx?contentID=2325>

Section III Evaluation

40. Does your government issue central guidance on evaluation?

- Yes
- No

41. Are there legally binding requirements for evaluation (ex-ante or ex-post)?

Yes

No

42. Which organisations are responsible for conducting evaluations?

Select all that apply

	Evaluation type	
	Ex-ante	Ex-post
CBA	<input type="checkbox"/>	<input type="checkbox"/>
Line Ministries / Agencies	<input type="checkbox"/>	<input type="checkbox"/>
Legislature	<input type="checkbox"/>	<input type="checkbox"/>
Supreme Audit Institution	<input type="checkbox"/>	<input type="checkbox"/>
Other external body	<input type="checkbox"/>	<input type="checkbox"/>
Government evaluation service(s)	<input type="checkbox"/>	<input type="checkbox"/>

43. Which organisations are responsible for deciding what will be evaluated?

Check if responsible for deciding on ex-post, ex-ante evaluation or both

President/Prime Minister's Office

CBA

Line Ministry/Agency

Legislature

Supreme Audit Institution

Other:

<http://survey.oecd.org/ViewContent.aspx?contentID=2277>

44. (A) What elements are included in regulations and/or formal policy guidelines governing performance evaluations?
and
 (B) What percentage of performance evaluations commissioned and/or conducted by your government would you estimate abide by each regulation/policy guideline in practice?

	(A) Guidelines			(B) % conforming to guidelines					
	<i>Choose one</i>			0	20	40	60	80	100
	Required	Suggested	Neither						
Terms of Reference	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Advisory committee is formed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
External stakeholders must be involved	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

			3.
			4.
			5.
			6.
			<input type="text"/>
			1.
			2.
Results must be made publically available	<input type="checkbox"/>	<input type="checkbox"/>	3.
		<input type="checkbox"/>	4.
			5.
			6.
			<input type="text"/>
			1.
			2.
Consultation on results required	<input type="checkbox"/>	<input type="checkbox"/>	3.
		<input type="checkbox"/>	4.
			5.
			6.

<http://survey.oecd.org/ViewContent.aspx?contentID=2327>

45. How frequently are the following elements included in evaluations?

	(A) Guidelines			(B) % conforming					
	Choose one			0	20	40	60	80	100
	Required	Suggested	Neither						
Ex-ante				<input type="text"/>					
				1.					
				2.					
Efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.					
				4.					
				5.					
				6.					
Economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>					
				1.					
				2.					
				3.					
				4.					
				5.					
				6.					
Effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="text"/>					
				1.					
				2.					
				3.					
				4.					

5.

6.

1.

2.

3.

4.

5.

6.

Alignment with government objectives

1.

2.

3.

4.

5.

6.

Operational improvements

1.

2.

3.

4.

5.

6.

Income distribution impacts

			<input type="text"/>	
			1.	
			2.	
			3.	
Gender impacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.
				5.
				6.
			<input type="text"/>	
			1.	
			2.	
			3.	
Environmental impacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.
				5.
				6.
			<input type="text"/>	
			1.	
			2.	
			3.	
Counterfactual impacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4.
				5.
				6.
Ex-post				

<p>Efficiency</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p><input type="text"/></p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>
<p>Economy</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p><input type="text"/></p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>
<p>Effectiveness</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p><input type="text"/></p> <p>1.</p> <p>2.</p> <p>3.</p> <p>4.</p> <p>5.</p> <p>6.</p>
<p>Alignment with government objectives</p> <p><input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/></p>	<p><input type="text"/></p>

1.
2.
3.
4.
5.
6.

Operational improvements

1.
2.
3.
4.
5.
6.

Income distribution impacts

1.
2.
3.
4.
5.
6.

Gender impacts

1.
2.

3.

4.

5.

6.

1.

2.

3.

4.

5.

6.

Environmental impacts

1.

2.

3.

4.

5.

6.

Counterfactual impacts

46. What types of ex-post evaluations are being done? And by whom? Please exclude spending reviews.

Indicate the average number of evaluations conducted per year since 2011

	Evaluations (yes/no)	Small scope (<0.1% of total spend)	Medium scope (between 0.1% and 1% of total spend)	Large scope (>1% of total spend)
	Yes			
CBA	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Line Ministries / Agencies	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Supreme Audit	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
External body	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Government evaluation service(s)	<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

<http://survey.oecd.org/ViewContent.aspx?contentID=2328>

47. What have been the greatest challenges to ensuring evaluations are used in budgeting?

	Difficulty					
	N/A	Low	Low-medium	Medium	Medium-high	High
Lack of capacity (e.g. available staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of capability (e.g. technical expertise in terms of analysis or methodological skills)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

information/data						
Poor quality of performance information/data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of time (e.g. short time frame for implementation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of political support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gaming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of ICT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

48. How impactful is information generated through the following types of ex post evaluation on budget decisions?

	Impact					
	N/A	Low	Low-medium	Medium	Medium-high	High
CBA-led evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Line Ministries / Agencies self-evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supreme Audit performance audit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commission or external	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

group-led
evaluation

Other

49. Please provide additional comments that are relevant to evaluation in your country, but may not have been addressed in Section III: Evaluation.

<http://survey.oecd.org/ViewContent.aspx?contentID=2280>

Section IV Spending Review

50. Does, or has, your country conduct(ed) spending review?

- Yes
- No, but under consideration
- No, and not currently under consideration

<http://survey.oecd.org/ViewContent.aspx?contentID=2329>

51. How frequently are the following elements included in spending reviews?

	(A) Guidelines <i>Choose one</i>			(B) % conforming to guidelines					
	Required	Suggested	Neither	0	20	40	60	80	100
Ex-ante				<input style="width: 100%;" type="text"/>					
Efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. 2.					

					3.
					4.
					5.
					6.
					<input type="text"/>
					1.
					2.
Economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		3.
					4.
					5.
					6.
					<input type="text"/>
					1.
					2.
Effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		3.
					4.
					5.
					6.
					<input type="text"/>
Alignment with government objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		1.
					2.
					3.
					4.

5.
6.

Operational improvements

1.
2.
3.
4.
5.
6.

Budget cuts

1.
2.
3.
4.
5.
6.

Ex-post

Efficiency

1.
2.
3.
4.
5.

6.

Economy

1.
2.
3.
4.
5.
6.

Effectiveness

1.
2.
3.
4.
5.
6.

Alignment with government objectives

1.
2.
3.
4.
5.
6.

		<input type="text"/>	
			1.
			2.
Operational improvements	<input type="checkbox"/>	<input type="checkbox"/>	3.
			4.
			5.
			6.
		<input type="text"/>	
			1.
			2.
Budget cuts	<input type="checkbox"/>	<input type="checkbox"/>	3.
			4.
			5.
			6.

52. How are spending reviews linked to the wider national/federal budgeting process?

Choose all that apply

- Spending reviews are part of the budget process
- Spending review recommendations are adopted through the political process
- Spending review recommendations are adopted in the legislative approval and amendment phase of the budget and/or for legislative changes to authorising legislation
- Unknown
- Other:

53. What were the savings measures adopted by the last round of spending reviews?

Rank in priority order

Operational efficiency measures

Adjustment of programme

Reduction of service levels provided while maintaining the programme

Elimination of programme

<http://survey.oecd.org/ViewContent.aspx?contentID=2282>

54. Please indicate which government actors are primarily responsible for the following spending review procedures

Select all that apply

Please indicate which government actors are primarily responsible for the following spending review procedures							
	Selecting Determining methodology	review scope	Providing guidance / steering	Preparing reports	Supervision & review of reports	Final decision- making	Monitoring and follow- up
President/Prime Minister's Office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CBA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Line ministries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Committee, commission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

55. In which years has your government conducted a spending review?

Select all that apply. Categorize as the year in which the review was concluded.

- 1999 and earlier 2004 2009 2014

- 2000 2005 2010 2015
 2001 2006 2011 2016
 2002 2007 2012
 2003 2008 2013

<http://survey.oecd.org/ViewContent.aspx?contentID=2330>

56. For each spending review selected in the question above, what was the approximate review scope:

Note: This form is conditional. If a review year does not appear, please confirm it is selected in the previous question.

	Review scope		
	Narrow (0-5% of total government spending)	Broad (5-20% of total government spending)	Comprehensive (20-100% of total government spending)
1999 and earlier	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2000	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2001	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2002	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2003	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2004	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2005	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2006	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2007	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2008	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2009	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2010	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2011	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2012	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2013	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2014	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2015	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2016	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

57. For roughly what percentage spending reviewed in the the 2011-2014 period, have:

% of reviewed spending	
Fiscal objectives been met?	<input type="text" value="Select:"/> ▼
Outputs and outcome objectives been met?	<input type="text" value="Select:"/> ▼
Cannot be assessed at this time	<input type="text" value="Select:"/> ▼

58. What have been the greatest challenges to ensuring the results/recommendations of spending reviews are realised?

	Difficulty					
	N/A	Low	Low-medium	Medium	Medium-high	High
Lack of capacity (e.g. available staff)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of capability (e.g. technical expertise in terms of analysis or	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

methodological skills)						
Lack of performance information/data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Poor quality of performance information/data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of time (e.g. short time frame for implementation)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of political support (executive)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of political support (legislative)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of support (senior civil service)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of attention on implementation/execution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of ICT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gaming	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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59. What are the causal factors for not introducing a spending review process?

	Degree of influence					
	1	2	3	4	5	n/a
Existing evaluation is sufficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low political desire for a review	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low capacity at CBA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Low capacity at line ministries / agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other budget tools are sufficient	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

60. Please provide additional comments that are relevant to spending review in your country, but may not have been addressed in Section IV: Spending Review.

<http://survey.oecd.org/ViewContent.aspx?contentID=2285>

Section V*Statistics on Performance Budgeting Functions*

61. What was the approximate total expenditure in 2015 for:

in billions of local currency

Central government	<input type="text"/>
Central Budget Authority	<input type="text"/>
Performance budgeting functions (all government)	<input type="text"/>
Performance budgeting (CBA)	<input type="text"/>

62. What were the estimated total human resources in 2015 for:

in thousands of full-time equivalents

Central government	<input type="text"/>
Central Budget Authority	<input type="text"/>
Performance budgeting functions (all government)	<input type="text"/>
Performance budgeting (CBA)	<input type="text"/>

63. What were the estimated total human resources in 2015 for performance for the following organisations

in thousands of full-time equivalents

President/Prime Minister's Office	<input type="text"/>
Central Budget Authority	<input type="text"/>
Line Ministries	<input type="text"/>
Agencies	<input type="text"/>

Legislature	<input type="text"/>
Supreme Audit	<input type="text"/>
Internal Audit	<input type="text"/>

64. Please provide the following information to the best of your knowledge

Total number of government programmes	<input type="text"/>
What % of budget expenditures are covered by programmes?	<input type="text"/>
What is the average number of programs per budget holder/user?	<input type="text"/>

65. General comments/clarifications on *Statistics on Performance Budgeting Functions* in your country.

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Section VI

Performance Budgeting in EU Member States

Responses in this section pertain to performance budgeting for European Union funded programmes (EU Funds)

66. What is the absolute amount of EU funds annually managed by national or sub-national entities in your country?

In billions of Euros

67. Is there a standardized performance budgeting framework in place for EU funds?

- Yes
- No

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68. How is performance information structured, if not for a national performance budgeting framework for EU funds?

- Line ministries / agencies have their own performance budgeting frameworks
- There is no framework in place at the CBA or in line ministries / agencies

Other:

-

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69. What are the key elements of the framework for EU funds?

Select all that apply

- General guidelines and procedures
- Standard templates for reporting performance information
- Standard set of performance indicators and/or targets
- Standard ICT tool for entering/reporting performance information

Other:

-

70. How does the performance budgeting framework apply for EU funds?

Select the most appropriate response

- It is compulsory for all central government line ministries and agencies
- It is compulsory only for line ministries
- It is optional for line ministries and agencies

Other:

71. Is the performance framework for EU-funded programmes the same as the performance framework for nationally-funded programmes?

If no, how do they differ

- Yes
- No, the framework for EU funded programmes is more rigorous
- No, the framework for EU funded programmes is less rigorous
- No, it is unclear whether the framework for EU funded programmes is more or less rigorous

72. Does the national government report on the implementation of EU funds to the national legislature?

- Yes
- No
- Yes
- No

73. What role does the Supreme Audit Institution play in the system of performance information and budgeting for EU funded programmes?

Check all that apply

- Assessment of the structure and soundness of the performance framework
- Assessment of the quality of targets/indicators
- Assessment of whether targets were achieved
- Assessment of whether the government's performance information is fair/accurate
- Assessment of budget openness and transparency

Other:

74. How is performance information reported by your country to the European Commission?

Check all that apply

	Reporting entity	
	National government	Sub-national government
End of year performance report	<input type="checkbox"/>	<input type="checkbox"/>
End of year performance report	<input type="checkbox"/>	<input type="checkbox"/>
Ministry/agency annual report to national parliament	<input type="checkbox"/>	<input type="checkbox"/>
Informal dialogue/procedures	<input type="checkbox"/>	<input type="checkbox"/>
Budget preparation process	<input type="checkbox"/>	<input type="checkbox"/>
<input type="text" value="Other, please"/> Other, please	<input type="checkbox"/>	<input type="checkbox"/>

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75. Are there legally binding requirements linked to ex post evaluation of EU-funded programmes?

- Yes
- No

76. Does legislative debate occur for oversight of the implementation of EU funds?

- Yes, required under national legislation
- Yes, by convention/policy
- No

77. Which methodologies are applied when measuring societal impacts of EU-funded programmes?

Select all that apply

- Process tracing
- Contribution analysis

Counterfactual impact evaluation

Econometric modeling

Other:

78. How do EU-funded programmes influence the design and implementation of nationally-funded programmes?

Please explain and provide examples wherever possible



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79. The performance management and compliance/audit systems for EU-funded programmes...

Please indicate whether you generally agree with the following statements regarding EU-funded programmes, by reference to your country experience:

	Relative importance					
	N/A	Low	Low-medium	Medium	Medium-high	High
...are effective in promoting high levels of legal and financial compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...are effective in promoting transparency about programme objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<p>...are effective in promoting the achievement of programme objectives</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>...include sufficient guidance about the design and use of performance information</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>...are closely compatible or integrated with domestic systems in place for non-EU-funded programmes</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>...should be more closely aligned or integrated with the domestic systems in place for non-EU-funded programmes</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<p>...have been influential in the design and development of domestic public sector management practices</p>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

...involve higher administrative burden relative to non-EU-funded programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...are overly concerned with legal/financial compliance as distinct from the achievement of programme objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...generally lead to higher levels of legal/financial compliance than is the case for non-EU-funded programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
...generally lead to higher levels of performance than is the case for non-EU-funded programmes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="text" value="Other, plea"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<http://survey.oecd.org/ViewContent.aspx?contentID=2287>

80. End of survey

Please provide additional comments that are relevant to performance budgeting, evaluation and spending review in your country, but may not have been addressed in this survey.

A large, empty rectangular text input field with a thin black border. On the right side, there is a vertical scroll bar with a small upward-pointing arrow at the top and a downward-pointing arrow at the bottom. The scroll bar has a textured, grey background.

Click '*next*' to review your completed responses before submitting them.

Thank you for your cooperation.