

1. 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)*

No

2. What elements of a national performance framework are in place?

Please select all that apply

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

3. With regard to the UN Sustainable Development Goals, which organisation (or organisations) in your country have primary responsibility for leadership and coordination in the implementation of this agenda?

Please check all that apply

Centre of Government (PM, President's office)

Ministry for Foreign Affairs

4. With regard to the UN Sustainable Development Goals, to what extent are the key SDG targets and indicators reflected in your national frameworks?

National performance framework Not aligned

Sector-specific performance frameworks Broadly or loosely aligned

Performance-related budget system Not aligned

4.a. Comments/clarifications (if any):

Not Answered

5. In your country, is there a performance budgeting framework in place (i.e. linking budgetary allocations with information about performance, objectives and / or results)?

Yes, and it is compulsory for line ministries and agencies

5.a. Which of the OECD performance budgeting system definitions most accurately describes the system in your country?

Performance-Informed Approach - Performance information plays a role in spending decisions; however, resources are related either to proposed future performance or to performance results in an indirect manner. There is no automatic linkage between performance and funding levels. The weight given to performance information depends on particular circumstances.

6. What is the legal or regulatory basis for performance budgeting?

Please check all that apply

Provisions within the organic budget law

7. What are the main operational characteristics of the performance budgeting framework?

Please check all that apply

Standard set of performance indicators and/or targets

Standard ICT tool for entering/reporting performance information

8. What support and guidance is provided to assist with the implementation of performance budgeting practices across the central level of government, and is it located within the central budget authority or the line ministries (or both)?

Please check all that apply

Please specify if technical support is located only in selected line ministries or in all line ministries

Dedicated unit responsible for supporting performance budgeting	CBA
External consultant support	
Methodological guidelines	CBA
Training	
Review and quality assurance	

9. Are there centrally defined quality standards or criteria that are applied to the selection and approval of performance indicators:

No

11. To what extent, if any, is progress in achieving the UN SDGs reported in the budgetary context?
There is no budget reporting specifically related to the SDGs

12. To what extent are the following indicators, related to cross cutting or thematic objectives of government, reflected in the budget?

Gender	a. Systematically integrated across budget programs
Climate change	b. Limited to budget programmes of the ministry or agency with lead responsibility
Innovation	b. Limited to budget programmes of the ministry or agency with lead responsibility
Citizen satisfaction	b. Limited to budget programmes of the ministry or agency with lead responsibility
Trust in government	c. Not reflected in the budget
Poverty/equity measures	b. Limited to budget programmes of the ministry or agency with lead responsibility
E-government	b. Limited to budget programmes of the ministry or agency with lead responsibility

13. What is the approximate overall percentage breakdown of the different types of performance information used in budget submissions, across the following categories:

Total should equal 100

	Percent
Outcomes	25
Intermediate Outcomes	0
Outputs	25

Milestones	25
Activities	25

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

Please select all that apply

Defining performance indicators	Line Ministries and Agencies
Setting performance targets	Line Ministries and Agencies
Establishing the performance budgeting framework and guidelines	CBA
Preparing performance budget proposals	Line Ministries and Agencies
Reviewing and approving the performance budget	Line Ministries and Agencies
Performance monitoring and reporting	Line Ministries and Agencies
Evaluation and scrutiny of performance	Line Ministries and Agencies
Allocation and/or reallocation of funds based on performance information	Line Ministries and Agencies

15. **Policy rationale:** Please indicate the relative importance of the listed motivations for introducing performance budgeting in your country.

Improving transparency of spending objectives	Medium
Improving accountability for the effective use of resources by public bodies	Medium
Improving the allocation and prioritisation of budget resources	Low
Improving parliament's ability to understand and engage in discussion and debate on budget issues.	Low
Promoting a culture of performance in the public sector	Low
Facilitating oversight assessment of spending effectiveness and impact	Low
Promoting budget integration and coordination to achieve cross-cutting goals.	Low

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

Promoting transparency in policy aims and impacts	Medium
Promoting accountability for the effective use of resources by public bodies	Medium
Informing the allocation and prioritisation of resources by the executive	Low
Improving parliament's ability to understand and engage in discussion and debate on budget issues.	Low
Promoting a culture of performance within in the public sector	Low
Facilitating evaluation and oversight of spending effectiveness and impact	Low
Promoting budget integration and coordination to support the achievement of cross-cutting goals	Low

17. Does your government set specific performance targets?

Yes, for only priority programmes

18. Over the past 5 years have any of the following trends occurred regarding the volume and use of performance information?

Please select all that apply

Number of budget programmes	No significant change
Number of performance indicators	No significant change
Number of performance targets	No significant change
Use of performance information by program managers	No significant change
Use of performance information by ministers and senior civil servants	No significant change
Use of performance information by parliament	No significant change
Use of performance information by civil society and media	No significant change

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

	Frequency
No changes	Usually
Programme eliminated	Rarely
More intense monitoring of organisation and/or programme in the future	Rarely
Budget freezes	Never
Budget decreases	Rarely
Budget increases	Occasionally
Replacement of head of programme/organisation	N/A
Pay cut for head of programme/organisation	N/A
Negative performance evaluations for head of programme/organisation	N/A
Poor performance made public	Rarely
Programme design is changed	Rarely

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

	Frequency
No changes	Usually
Budget increase (beyond what would have been a regular increase despite of performance)	Occasionally
Increased budget autonomy	Never
Organisational and/or programme's positive results made public	Rarely
Requirements for reporting on performance are reduced	Never
Head of programme/organisation receives a financial reward	N/A
Head of programme/organisation receives a non-financial reward (e.g. recognition)	N/A

21. To what extent are different types of performance information used in budget negotiations between the CBA and line ministries?

	Frequency
Operational data and performance reports	Occasionally
Program evaluations	Never
Spending Reviews (evaluation conducted with explicit purpose of identifying savings or funds for reallocation)	Never
Independent reports on performance of programmes or policies (not commissioned or conducted by government)	Never
Statistical information (harmonised/standardised data which allow for comparisons over time or across sectors/organisations, official data produced)	Rarely

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

	Difficulty
Lack of accurate and timely data to serve as input for performance measures	Medium
Poorly formulated indicators and targets that are not useful	Medium-high
Lack of leadership/commitment in promoting performance-based approach to budgeting	Medium-high
Gaming- whereby selection of performance targets chosen deliberately in ways that bias results	Medium-high
Unclear how performance affects budget allocation decisions	Low
Focus on performance is not sustained once the budget has been allocated	N/A
Coordination problems where the achievement of targets requires horizontal working and cooperation across central govt. organisations	Medium-high
Lack of capacity/training for staff/civil servants with regards to performance measurement	Medium
Lack of resources (time, staff, operating funds) to devote to performance evaluations	Low-medium
Lack of culture of “performance”	Medium-high
Inadequate central guidance on performance-budgeting	Low-medium
Information overload—too much information is presented and not always clear which are most adequate for decision-making	Medium-high
Performance budgeting procedures too bureaucratic/lengthy/complicated	High
Lack of adequate ICT	Low
Other	N/A

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

Please check all that apply

Assessment of the quality and/or relevance of targets/indicators used
 Assessment of whether reported information, regarding performance and results, is accurate and substantiated
 Compliance with legal requirements in regard to performance information and budgeting

24. Overall, have performance budgeting systems and processes contributed to improved quality of public finances in your country?

	Indicate level of agreement
Yes, quantifiable improvements	Neither agree nor disagree
Yes, non-quantifiable improvements	Neither agree nor disagree
No perceptible improvements to date	Neither agree nor disagree

25. To what extent has performance budgeting resulted in positive or negative changes in the following aspects of budgetary management?

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

	Impact
Legal and financial compliance	No change
Transparency about programme objectives	Small improvement
Achievement of programme objectives	Small improvement
Quality and usefulness of performance information	Small improvement
Alignment of the budget with the national performance framework	No change
General performance awareness/orientation of public sector managers	Small improvement
Effectiveness and efficiency of budget implementation processes	Small improvement

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

Not Answered

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

Yes, for all programmes	Ex ante, Ex ante
Yes, for programmes over a certain estimated cost	
Yes, for programmes deemed important or sensitive	
Yes, where deemed appropriate (for other reasons) by the CBA	
No	

28. Does your government issue central guidance on evaluation of programmes?

No

29. 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 Ex ante , Ex post

Legislature

Supreme Audit Institution

Other:

30. Which organisations are responsible for conducting such evaluations?

Please select all that apply

	Evaluation type
--	-----------------

CBA

Line Ministries / Agencies Ex ante, ex post

Legislature

Supreme Audit Institution

Government evaluation service(s)

External experts (e.g. consulting firm or university)

31. How frequently are the following elements included in the scope of evaluations?

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

	Frequency
Policy design	Usually
Design of the programme, including relevance, choice of indicators, targets etc.	Usually
Management of the programme	Usually
Programme effectiveness/impact	Usually
Programme efficiency	Usually
Programme accountability	Occasionally

32. What was the extent of coverage of evaluations in the last completed financial year?

	Ex Ante % of total	Ex post % of total
Programmes by number	100	100
Programmes by value	100	100

33. To what extent have the following constraints limited the use of evaluation evidence in budgeting?

Limited coverage of evaluation	N/A
Lack of specialist technical expertise	N/A
Poor quality of performance information/data	Low
Poor quality of evaluation reports	Low
Lack of relevance (e.g. the program has closed)	Low
No formal mechanism to consider evaluation findings in the budget process	N/A
Gaming	N/A

Insufficient political or bureaucratic interest

High

34. At what level, and to what extent, do evaluation findings influence budget allocation decisions?

	Level of influence
Influence on budget allocation decisions made by the CBA.	Medium
Influence on budget allocation decisions at the level of line ministries and agencies	Medium
Influence on budget allocation decisions at the programme level.	Medium

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

Not Answered

36. Does your country currently conduct, or has it in the past conducted spending reviews of all or part of government spending?

No, and it is not currently under consideration

37. What is the regulatory and methodological basis for the conduct of spending reviews?

Please check all that apply

There are no established guidelines (each spending review has its own terms of reference)

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

Please select all that apply

President/Prime Minister's Office	
CBA	Determining methodology, Providing guidance / steering, Supervision & review of reports
Line ministries	Determining methodology, Selecting review scope, Providing guidance / steering, Preparing reports, Supervision & review of reports, Final decision-making, Monitoring and follow-up
Committee, commission	

39. In the past 10 years, what was the approximate coverage of spending reviews as a proportion of total expenditure?

2008	Narrow (0-5% of total government spending)
2009	Narrow (0-5% of total government spending)
2010	Narrow (0-5% of total government spending)
2011	Narrow (0-5% of total government spending)
2012	Narrow (0-5% of total government spending)
2013	Narrow (0-5% of total government spending)

- 2014 Narrow (0-5% of total government spending)
- 2015 Narrow (0-5% of total government spending)
- 2016 Narrow (0-5% of total government spending)
- 2017 Narrow (0-5% of total government spending)

40. Over the past 10 years what has been the pattern of spending reviews?
Please check all that apply

Comprehensive spending review	No spending review
Cross-cutting spending review	No spending review
Sectoral spending review	No spending review
Sub-sector or programme review	No spending review

41. Over the past 10 years what have been the main objectives of spending reviews, and have these changed? *If it is a continuing objective check both current and past objectives.*
Please check all that apply

Short term budget cuts to reduce the deficit	Not applicable
Improve spending efficiency over the medium term	Not applicable
Re-align spending with government priorities	Not applicable
Operational improvements leading to improved programme impact	Not applicable
Other:	Not applicable

42. What have been the main results of spending reviews carried out over the past ten years?
Please check all that apply

	Effectiveness
Spending cuts, leading to a rapid reduction in government spending	Not assessed
Reallocation of spending to match government policy priorities.	Not assessed
Medium to long term improvements in spending efficiency	Not assessed
Programme elimination	Not assessed
Other: (please specify)	

43. What have been the main challenges in ensuring that the results/recommendations of spending reviews are realised?

	Level of challenge
Lack of capacity (e.g. available staff)	Low
Lack of capability (e.g. technical expertise in terms of analysis or methodological skills)	Low
Lack of performance information/data	Low
Poor quality of performance information/data	Low
Lack of time (e.g. short time frame for implementation)	Low
Lack of political support (executive)	Low
Lack of political support (legislative)	Low
Lack of support (senior civil service)	Low

Lack of framework	Low
Lack of attention on implementation/execution	Low
Lack of ICT	Low
Gaming	Low

44. Please provide additional comments that are relevant to spending review in your country that may not have been addressed by the questions in Section IV: Spending Review.

Not Answered