



## **Status of Reforms:**

Results of pre-meeting survey of PEMPAL  
Countries

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## Survey on Program Budgeting Reforms

- Survey prepared by BCOP Resource Team and sent out electronically in early March
- 16 PEMPAL country responses (out of possible 18)
  - All these countries are implementing or piloting elements of program budgeting



## What elements are being introduced?

- 14 countries are:
  - Defining and **identifying programs**
  - Formulating **program objectives**
  - **Allocating expenditures** by programs
  
- 10 countries are:
  - **Revising budget classification** and Chart of Accounts to reflect programs



## What elements are being introduced?

- Approaches to deal with **cross cutting objectives** and programs – 5 countries
- Considering relationship of programs to **organizational structure** – 9 countries
- Selection of **non-financial performance indicators**
  - output indicators - 13 countries
  - outcome indicators - 12 countries
  - efficiency indicators - 8 countries

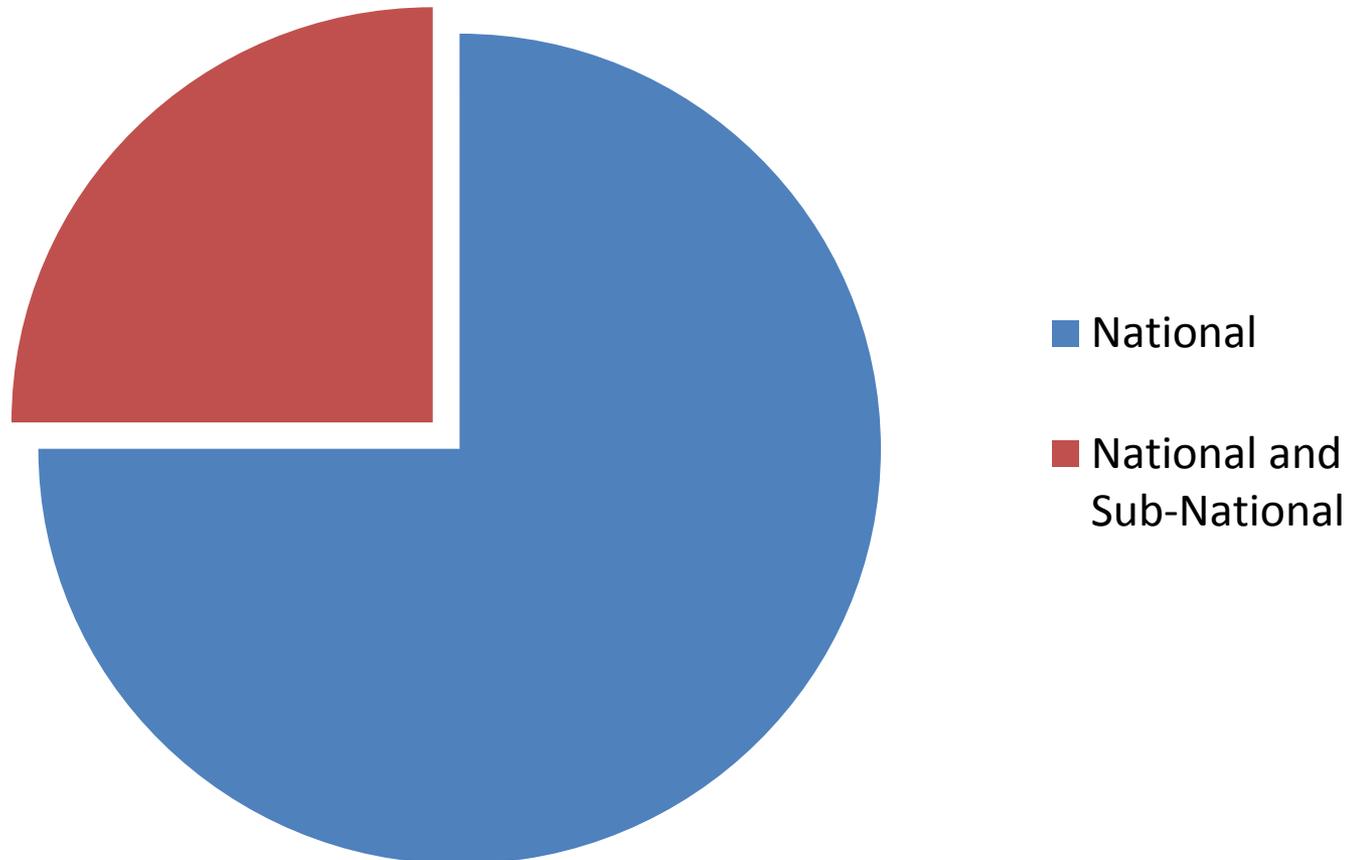


## What elements are being introduced?

- **Budget documentation** includes program classification (for information) – 7 countries
- **Legislative appropriation** made at program level – 7 countries
- **Budget execution** is tracked on a program basis - 12 countries
- Systematic and comprehensive sector or **spending reviews** done at least every 3 years – 8 countries



## At what level are reforms being introduced?





## **What guidance is MoF giving line ministries/budget users?**

- How to define programs? 14 countries
- How to develop performance measures or indicators? 13 countries
- Costing methodology? 7 countries



## Are performance measures used to inform budget decisions?

- Budget proposals from line ministries/budget users include information on performance measures in only 53% of countries
- Program objectives and performance targets have been established in 14 countries.
  - They are not systematically monitored as yet in 8 of these countries.
- Most countries assess budget proposals from line ministries/budget users against how they contribute to strategic goals.
- Half the countries indicated they rarely use performance measures but evaluate requests on a financial and/or policy basis.



## When setting performance targets, what benchmarks are used?

Answer Options	Response Count
Relative to the program's past performance	11
Relative to the performance of similar programs	5
Relative to international benchmarks of similar programs	3
Not applicable, performance targets not set/used	3
Other	2

Total 16 responses



## Are performance measures linked to senior managers....

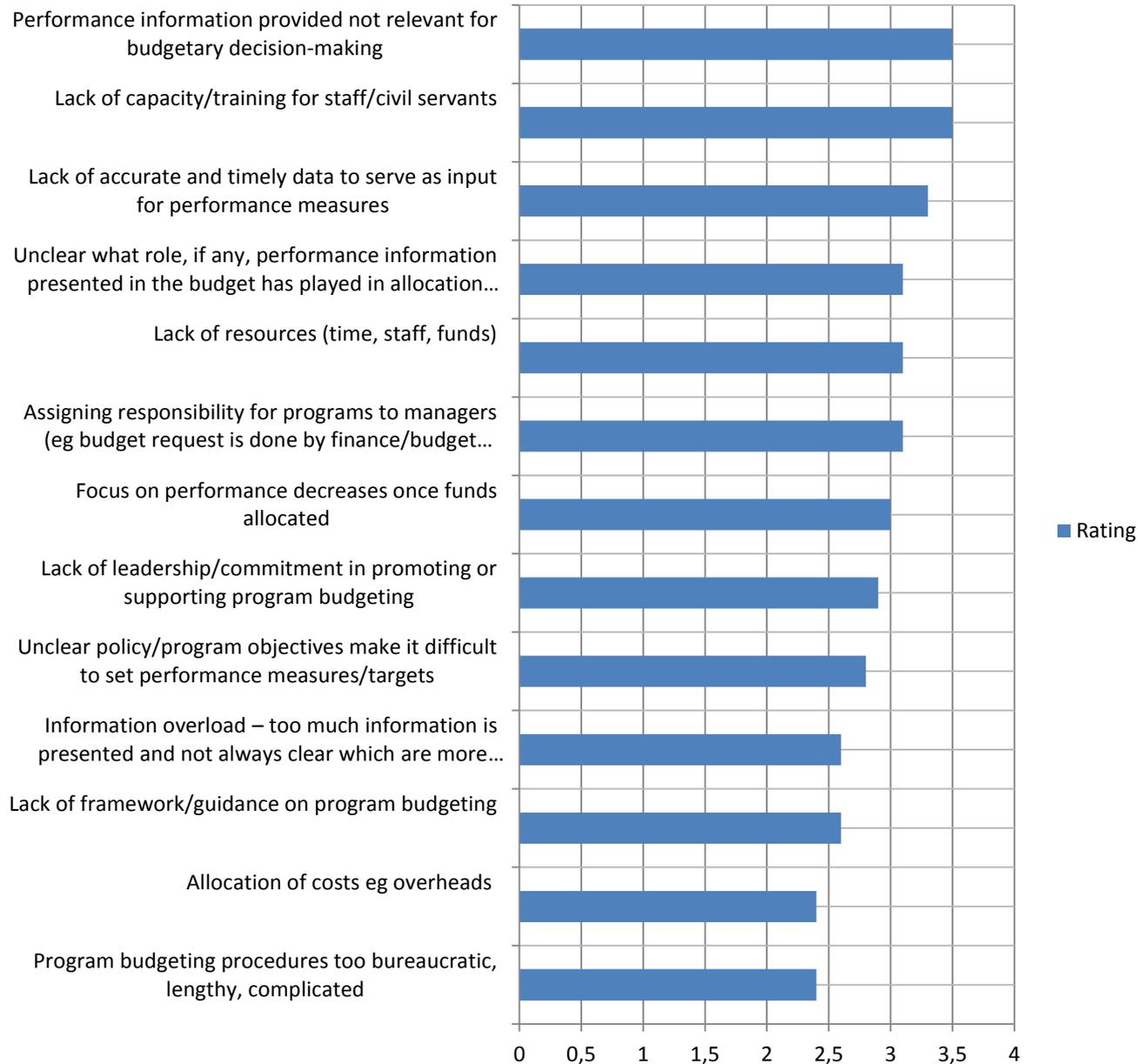
Answer Options	Yes
Tenure	3
Promotion	1
Salary/Compensation	3



## What are the biggest challenges?

Answer Options	1	2	3	4	5	No. of Responses	Weighted Mean
Lack of leadership/commitment in promoting or supporting program budgeting	2	6	2	4	2	16	2.9
Lack of framework/guidance on program budgeting	3	6	3	2	2	16	2.6
Information overload – too much information is presented and not always clear which are more useful for decision-making	2	6	6	1	1	16	2.6
Program budgeting procedures too bureaucratic, lengthy, complicated	3	6	5	2	0	16	2.4
Allocation of costs eg overheads	4	4	4	3	0	15	2.4
Assigning responsibility for programs to managers (eg budget request is done by finance/budget area of ministry with little input from specific program area)	0	4	7	2	2	15	3.1
Lack of capacity/training for staff/civil servants	0	2	6	5	2	15	3.5
Lack of resources (time, staff, funds)	1	4	5	3	2	15	3.1
Performance information provided not relevant for budgetary decision-making	0	3	6	2	4	15	3.5
Focus on performance decreases once funds allocated	1	2	9	4	0	16	3.0
Unclear what role, if any, performance information presented in the budget has played in allocation decisions	1	2	9	3	1	16	3.1
Unclear policy/program objectives make it difficult to set performance measures/targets	2	3	7	4	0	16	2.8
Lack of accurate and timely data to serve as input for performance measures	1	2	5	7	1	16	3.3

# What are the Challenges?





**THANK YOU**