FOLLOW-UP SURVEY ON INDICATORS OF ERP MEASURES

Authors: Jelena Rančić, Janez Šušteršič
April 15, 2022

The knowledge product on Monitoring Implementation of Structural Reforms was presented and discussed at the meeting of the CEF Network of Regional Experts on March 22nd in Istanbul. This opportunity was used to distribute a short survey on the use of indicators for monitoring structural reforms implementation. The questionnaire is reproduced at the bottom.

Eight participants responded to the survey, out of which 3 are from the Bosnia and Herzegovina, 2 from Serbia and one from the Albania, Montenegro and North Macedonia. **More than half are from the Ministry of Finance**, 2 are from a line ministry (Ministry of Health and Social Protection) and the coordinating institution (Directorate for Economic Planning), while one participant did not fill out this information.

All participants in the survey are directly involved in preparation and coordination of the ERP, and they came from 5 different countries, which is why we believe that their responses are highly relevant despite the low number of received questionnaires.

Out of eight, 6 participants said that **the indicators for the measures in the ERPs are defined by the same institution and the same civil servants that draft the measure**, while few of them also mentioned the support from the ERP coordinators, as well as the Ministry of Finance.

Regarding the **question on what is most important in choosing the indicators**, the average of responses shows that:

- o the most important issue is the **availability of official statistical data**
- o also very important is **good connection with the objectives of the measure and correspondence with strategies and action plans related to the measure**
- o **correspondence with performance indicators of related budget programmes** and the correspondence **with indicators for Sustainable Development Goals** is less important
- o **good connection with the activities of the measure** is the least important. This shows the awareness that outcome indicators should be related to the measure rather than to its individual activities.

Regarding the **process of updating the measure** for the next ERP, half of the participants reported that what typically happens is that **indicator values are updated according to the latest data** and that **targets for indicators are adjusted.** Three participants also said that **indicators are replaced,** while two participants said that **targets for indicators do not change.** On the other hand, only one participant said that the indicators are used to evaluate the success of the measure, and another one that they are used to adjust the activities of the measure.

Regarding the **relevance of the indicators in consultations with stakeholders, half** of participants said that there is **some attention,** while **25**% are saying that there is **little or no attention** or that there is a **considerable attention.**

On the challenges related to the indicators, the responses show that**:**

- o the most difficult challenge is **using indicators to evaluate the impact of the measure**; six participants find this very difficult and the other two as difficult

- seven participants found that **finding indicators related to the objective(s) of the measure** and **lack of a developed monitoring system** is a very difficult or difficult challenge
- seven participants also found that the **setting targets for indicators** is difficult or very difficult
- on the other hand, challenges related to **finding adequate data for the indicator, reporting on indicators** and **lack of guidance and support** were found less difficult
- challenge related to the **establishing the baseline value** was found as not so difficult by half of the participants.

In summary, **the most important lessons to be taken from the survey** are:

- **indicators are rarely used to evaluate or adjust the measures**, and this is found to be one of the most difficult challenge related to the indicators
- In the process of selection, **finding indicators that are well connected to objectives of the measure** is considered as very important goal (after availability of statistical data), and at the same time recognised as a difficult challenge (including also lack of developed monitoring system)
- **correspondence between ERP indicators and indicators related public policy documents** is considered important, while on the other hand the correspondence with SDG indicators and the indicators of budget programmes is considered less important, although linking indicators of policies with programme budgets is one of the means for integrating budgetary and policy planning processes within the country
- attention paid to indicators in **stakeholder consultations** varies considerably between countries,
- **data availability** did not surface among the most important challenges, although the availability of statistical data is recognised as the most important issue for the selection of indicators
- the quality of indicators could be improved by **more systematic guidance and support**, in particular given the lack of well-developed monitoring systems in the countries
- the **relationship between the indicators and measure's activities** is considered as the least important and the establishing of the baseline value was recognised as a not so difficult challenge.

CEF
Connect. Learn. Act.

Annex 1: SURVEY FOR PARTICIPANTS OF THE NETWORK OF REGIONAL EXPERTS ToT

We kindly ask you to fill out a short anonymous survey. It will help us design more useful learning events on key performance indicators (KPIs) and monitoring of structural reforms.

1. In your experience, who usually sets the indicators for measures in the ERP?
   a) the same institution and the same people that draft the measure
   b) the same institution, but with involvement of additional specialists
   c) the same institution, but with support from ERP coordinators
   d) other: _____

2. When choosing the indicators, how important are the considerations listed below?
   (6=most important, 1=least important)
   a) ___ good connection with the objectives of the measure
   b) ___ good connection with the activities of the measure
   c) ___ correspondence with strategies and action plans related to the measure
   d) ___ correspondence with performance indicators of related budget programmes
   e) ___ correspondence with indicators for Sustainable Development Goals
   f) ___ availability of official statistical data

3. When updating the measure for the next ERP, what is the role of the KPI?
   a) the indicator values are updated to the latest data
   b) the indicator values are updated and used to evaluate the success of the measure
   c) the indicator values are updated and used to adjust activities of the measure
   d) the targets for indicators are adjusted
   e) the targets for indicators do not change
   f) indicators are replaced with different ones

4. How much attention is paid to the indicators in consultations with stakeholders?
   a) little or no attention
   b) some attention
   c) considerable attention

5. How difficult are different challenges related to indicators?

	very difficult	difficult	not so difficult
Finding indicators related to objectives of the measure	☐	☐	☐
Finding data for the indicator	☐	☐	☐
Establishing the baseline value	☐	☐	☐
Setting the target	☐	☐	☐
Reporting on the indicator	☐	☐	☐
Using indicators to evaluate the impact of the measure	☐	☐	☐
Lack of guidance and support	☐	☐	☐
Lack of a developed monitoring system	☐	☐	☐

6. If you are comfortable with it, please share with us

   your country: _____ your institution: _____

THANK YOU FOR YOUR ANSWERS!

Annex 2: FINAL RESULTS OF SURVEY ON KPIs - MARCH 22nd 2022 – ISTANBUL

Respondents country	Number of answers	%
Albania	1	13%
Bosnia and Herzegovina	3	38%
Montenegro	1	13%
North Macedonia	1	13%
Serbia	2	25%
Total number of respondents	**8**	**100%**

Respondents working institution	Number of answers	%
Ministry of Finance	4	50%
Ministry of Finance of the Republic of Srpska	1	13%
Directorate for Economic Planning	1	13%
Ministry of Health and Social Protection	1	13%
N/A	1	13%
Total	**8**	**100%**

1. Who usually sets the indicators for measures in the ERPs?	Number of answers
The same institution and the same people that draft the measure	6
The same institution, but with support from ERP coordinators	3
Other - Ministry of Finance	1
Total	**10**

2. When choosing the indicators, how important are the following considerations?*	1	2	3	4	5	6	N/A	Total answers (without N/A)	Average score (higher result indicates higher importance)
Availability of official statistical data	1	0	0	2	1	3	1	7	4.6
Good connection with the objectives of the measure	1	1	0	1	1	3	1	7	4.3
Correspondence with strategies and action plans related to the measure	1	0	1	1	2	2	1	7	4.3
Correspondence with performance indicators of related budget programmes	1	0	3	1	0	2	1	7	3.7
Correspondence with indicators for Sustainable Development Goals	1	2	0	0	4	0	1	7	3.6
Good connection with the activities of the measure	0	2	2	1	2	0	1	7	3.4

*Note: 1 = least important, 6 = most important

3. When updating the measure for the next ERP, what typically happens with the indicators?	Number of answers
Indicator values are updated to the latest data	4
Targets for indicators are adjusted	4
Indicators are replaced with different ones	3
Targets for indicators do not change	2
Indicator values are updated and used to evaluate the success of the measure	1
Indicator values are updated and used to adjust activities of the measure	1

4. How much attention is paid to the indicators in consultations with stakeholders?	Number of answers	%
Some attention	4	50%
Little or no attention	2	25%
Considerable attention	2	25%
Total	8	100%

5. How difficult are different challenges related to indicators?	Very difficult	Difficult	Not so difficult	N/A	Total answers (without N/A)	Average score (more than 2 means difficult to very difficult)
Using indicators to evaluate the impact of the measure	6	2	0	0	8	2.8
Finding indicators related to objectives of the measure	3	4	1	0	8	2.3
Lack of a developed monitoring system	3	4	1	0	8	2.3
Setting the target	1	6	1	0	8	2.0
Finding data for the indicator	2	3	3	0	8	1.9
Reporting on the indicator	2	3	3	0	8	1.9
Lack of guidance and support	0	6	1	1	7	1.9
Establishing the baseline value	0	4	4	0	8	1.5