

Stakeholder Involvement



PEFA Secretariat



PUBLIC EXPENDITURE AND FINANCIAL ACCOUNTABILITY PROGRAM



1. Government Involvement



Objectives of this presentation

Present, explain and analyze the role of the following stakeholders during a PEFA assessment:

- 1) Government
- 2) International Agencies
- 3) Other in-country Stakeholder(s)
- 4) The PEFA Secretariat



Government involvement

- Government's role
 - Self-assessment (with external International Agency validation)
 - Joint assessment (joint team)
 - Collaboration with International Agency-led assessment
- Determined by interest and capacity



Government primary role

In any case, the Government has to:

1. Provide information;
2. Assist with data collection;
3. Be involved in discussion on the implications of reforms;
4. Participate in the PEFA workshop (if any)



Reasons for Government involvement

- Contribute to fair assessment results
- Overview of PFM performance
 - identifies strengths & weaknesses
 - identifies areas for in-depth analysis
 - input to review of the PFM reform plans
- Use as Monitoring Tool
 - measuring impact of PFM reform activities
- Facilitate International Agency harmonization
 - tool for reduction of transaction costs in PFM analytical work



Government capacity

- Leadership capacity?
- Personnel for assessment team?
- PEFA training of government officials
- Suitable timing during budget cycle



Examples of proactive Governments

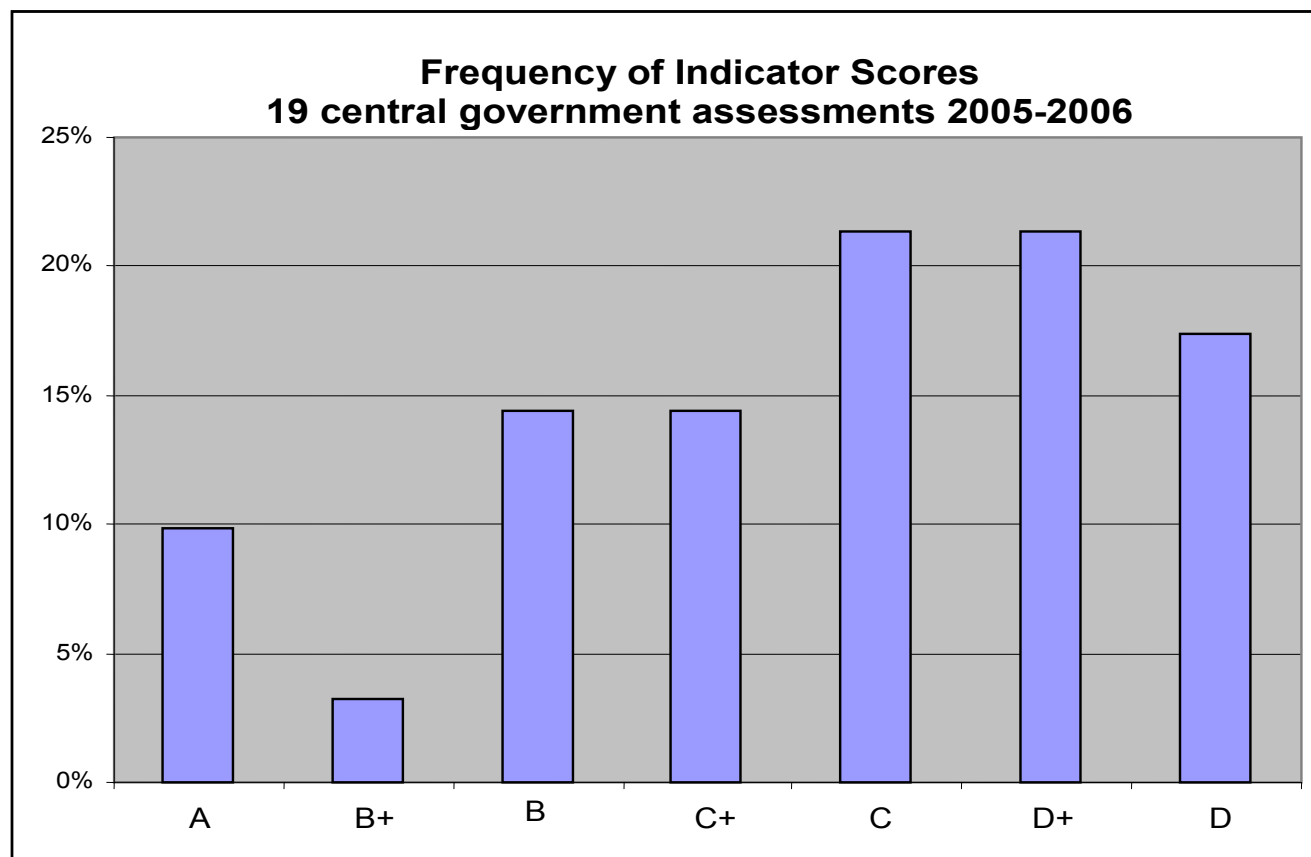
- **Kosovo, Nicaragua, Grenada & Bogota City**
 - Self-assessment (with technical donor support in 2 cases)
 - External validation by donors
- **Zambia**
 - Assessment report issued as gov't document
- **Tanzania & Ghana**
 - One assessment, One process
- **Ghana**
 - Inserting differing government opinions in International Agency-led assessment report



Managing Government expectations

- How will government performance scores compare to others ?
 - Country comparison is not the purpose (is not correct methodologically) – and not easy to carry out
 - No specific score level or benchmark set to achieve any specific benefits for the government
 - C+ may be the middle of the scale but not the median score from assessments so far (median = C)

How others scored



2. International Agency Involvement





International Agency involvement

- 25 International Agencies are currently involved in the PEFA assessment process
 - Six agencies act as lead donor (mainly WB/EC)
 - Thirteen other agencies participate in a way or another : team members, funding of workshops or co-funding of the exercise, review
- Donors' collaboration is partial in many cases
 - Work goes well where a PFM donor group or budget support donor group already firmly established
 - Partial in small countries, middle-income, no GBS



International Agency reference group

- International Agency reference group (RG) essential
 - to ensure that needs and issues of all parties involved are addressed
 - to lead to a consensus regarding the findings
- The RG to agree internally & with government:
 - Upstream coordination
 - Diagnostic packaging
 - Scope of the assessment
 - Concept memorandum and TOR
 - Resources requirements and mobilization
 - Stakeholder roles and organization
 - Important stages of the work
 - Monitoring of progress & quality assurance arrangements
 - Disclosure of final reports and potential use of the report



3. Other stakeholders



Other stakeholders: oversight institutions

- Supreme Audit Institution
 - important source of information
 - often directly involved
- The Legislature
 - important source of information
 - may be interested in direct involvement



Other Stakeholders: Civil Society & Private Sector Organizations

- Usually not directly involved (but exceptions)
- Important sources of information (access to information, tax administration and procurement)
- Civil society does separate analytical work e.g. on budget transparency in many countries (Open Budget Project)



4. The role of the PEFA Secretariat



The Role of the PEFA Secretariat

- Development of the Framework; interpretation and clarification of the indicators
- Provision of implementation support and guidance for quality enhancement
- Development of training programs and materials as well as pilot and core delivery
- Monitoring roll-out of the strengthened approach for lesson learning and input into training and guidance

Support services and tools (1)

- Support tools for managers on the website:
 - List of completed, ongoing and planned assessments, updated 3-4 times annually
 - Hyperlinks to completed reports, which are made public
- Support to managers on request:
 - Advice / Video-conference briefings to country teams on assessment planning
 - List of consultants with PEFA assessment experience
 - Review of terms of reference
 - Quality reviews of draft reports



Support services and tools (2)

- Support tools on the website:
 - Framework in six languages (in addition to booklet printed in 6 others)
 - Calculation spreadsheets for indicators PI-1, PI-2 & D-1
 - Guidance on information / evidence for assessment
 - Clarifications and additional guidance
 - Training modules, presentations and case studies
- Support to assessors on request:
 - Indicator interpretation
 - Other advice to assessors during implementation

Thank you for your attention

