

MiGestion Institutional Capacity Diagnostic - World Bank



Objective and features

1. Objective

MiGestion aims to provide municipal authorities with a view of the strengths and weaknesses of the administration of their municipalities as well as actions toward more and better services to their citizens.

2. Institutional coverage

Subnational governments (small subnational governments in particular).

3. Technical coverage

MiGestion covers five PFM-related subjects and 10 functional areas within the subjects:

1. Budgetary and financial management
2. Procurement systems
3. Revenue mobilization systems
4. Public administration systems
5. Public information systems.

In addition to the ten functional areas, five crosscutting dimensions of performance (effectiveness, efficiency, sustainability, strategy, and transparency) are also defined within the tool as necessary for the proper functioning of subnational governments (SNGs).

4. Application method

Custodian.

Methodology



5. Methodology

Performance within each area is measured using detailed indicators. Each indicator includes the following: name, code, rationale, description of the desired situation or best practice, dimensions affected, area, sub-area, type, weight, covered period of time, range when applicable, formula, normalization rule, methodological comments, source of information, guide for the assessment, means of verification, suggested evidence, and variables used to calculate the indicator, when applicable.

Each indicator is measured based on the resource/evidence collected during the assessment. Indicators are then prioritized based on their scores. Prioritization is conducted to identify weaknesses and to focus on these areas. The assessment further provides recommendations and their implementation timeframe.

The assessment results are categorized under the following headings: Global Result, Operative Performance, Transparent Management, Diagnosis by dimension, and Diagnosis and Analysis by functional area.

6. Benchmarking system

MiGestion is composed of five types of indicators: (1) percentage, (2) range, (3) situation, (4) numeric, and (5) true/false. All are normalized to have scores ranging from 0 to 100.

7. Linkage to PEFA framework

MiGestion seeks to provide a comprehensive evaluation framework such as the PEFA. There are similarities in the technical coverage in reference to the budget planning and management, execution, and asset and liabilities management and audit.

8. Complementarity with PEFA framework

SNG PEFA assessment data can be fed into MiGestion and vice versa to derive a comprehensive analysis of the PFM systems at the municipality level and can be scaled across all the municipalities at a subnational and national level.

Development and use



9. Development and coordination

MiGestion is the first step leading to the implementation of WB's Small Municipalities Strategy, which consists of four pillars: shared infrastructure and transactional software to support day-to-day back-office and citizen services functions, sustained technical assistance, citizen participation in the public management cycle, and coordination between levels of government and regulatory aspects.

The benchmarking system was developed after analyzing the PEFA methodology, the Tax Administration Diagnostic Assessment Tool (TADAT) methodology, and the Public Investment Management Assessment (PIMA) methodology.

PFM practices adopted at the national and subnational level in countries (e.g., Colombia, Peru, Mexico, and Indonesia) were studied in detail to develop the methodology. Consultations were held with practitioners and senior officials from Latin and Central America at national and subnational level, as well as with WB experts.

Collaboration on technical assistance programs occurs at times with development partners and international organizations (e.g., World Bank and International Finance Corporation) to support the implementation of MiGestion across SNGs.

10. Assessment management

MiGestion is an internet-based software tool that has a user-friendly interface to visualize the information gathered, the officer responsible for providing evidence, the benchmarking standards, and the analyzed data. This unique feature simplifies the approach for data comparison and verification, decision-making, and implementing reforms.

An initial assessment request is made by the central government. The assessment is conducted in three phases: preparation, on-site evaluation, and follow-up. The following five areas are prioritized during preparation: (1) public investment, (2) financial management, (3) procurement and asset management, (4) revenue management, and (5) citizen case management. The second phase covers the following five areas: (6) human resources, (7) monitoring and evaluation, (8) planning, (9) audit and control, and (10) citizen participation.

The web-supported visualization of results makes it possible to engage in (1) comparisons over time (setting a baseline for assessing progress); (2) comparisons among similar municipalities (or average) municipalities if desired, facilitating peer-to-peer learning; (3) collection and use of "big data" that will enable a better understanding of small municipalities and the calibration of targets that could later be used to adjust the benchmarks; (4) geo-location of assessment results, which will help national/regional governments understand regional dynamics and design targeted policies.

Custodian quality assurance (WB) procedures apply, including peer review process.

11. Uses by the government and members of the PFM community

Used by mayors, central government agencies, associations of municipalities, and local development banks or donors. It helps implement changes, monitor progress, foster learning from peer municipalities' experiences, and create a platform for collaboration.

12. Sequencing with other tools

As the tool is applicable to very small municipalities, sequencing with other tools may not be possible besides complementing the RAAP-ID (A08).

13. PFM capacity building

The assessment findings are accompanied by an action plan where the objectives, activities, roadmap, favorable conditions to execute the improvement plan, and timelines are clearly laid out. Action plans include various capacity-building initiatives.

14. Tracking of changes and frequency of assessments

Available. Tracking of changes is present primarily to identify and manage the gaps and provide an action plan to implement the recommendations.

The toolkit features an option, where assessment results are showcased through a traffic light method that highlights improvement from red to green over a period. Recommended assessment frequency is two to three years.

15. Resource requirements

Three team members are engaged: two specialists (one of whom will act as the assessment manager) and a supporting professional.

Transparency



16. Access to methodology

Methodology is not publicly available.

17. Access to assessment results

Repository and database are not available.