

## Rapid Assessments and Action Plans to Improve Delivery in SNGs (RAAP-ID) - World Bank



### Objective and features

#### 1. Objective

The objectives of the RAAP-ID are to:

- identify key weaknesses in PFM systems and address their impact on the fiscal situation and the provision of services with a focus on short- and medium-term resolution measures; and
- propose a series of managerial and operational reforms to improve managerial capacity, probably with a positive impact on the fiscal situation and/or the provision of services.

#### 2. Institutional coverage

Subnational governments.

#### 3. Technical coverage

RAAP-ID covers the following:

1. Public administration management
2. Asset management
3. Tax administration
4. Public procurement/contracting
5. Ensuring fiscal sustainability
6. Public expenditure management.

#### 4. Application method

Custodian, self-assessment. Once a baseline RAAP-ID is performed by the custodian, there-on self-assessment can be performed, although this was not a general practice. For self-assessment, public staff are trained, and capacity-building initiatives are rolled out after the initial assessment.

### Methodology



#### 5. Methodology

The methodology consists of 275 questionnaires that contain a list of the main expected results that each of the six key areas are expected to achieve. The performance of the subnational administration in achieving these results is analyzed. Although the results of the methodology will be mostly qualitative, the analysis will be supported by quantitative measures that could be used as indicators for monitoring to assess subsequent improvements. The necessary institutional arrangements for each outcome will also be identified and evaluated.

RAAP-ID looks at the performance level of the whole public administration system by focusing on different points of input for service delivery across the value chain. The assessment describes the strengths and weaknesses of the institutional and managerial aspects that are generally considered to contribute to the expected results. Once the deficiencies have been identified, the action plan will propose a series of reforms that could be implemented in a span of six months without additional funding and will contribute to the creation or improvement of institutional arrangements. If any new issues are identified during the reform phase, additional support is given to address these issues. A common characteristic of the reform measures is that subnational authorities can make decisions about them without any kind of central government intervention. The measures will consist of management reforms (organizational, resource allocation, processes, and systems) that are expected to improve operations.

#### 6. Benchmarking system

RAAP-ID is a qualitative assessment (narrative only).

#### 7. Linkage to PEFA framework

The following aspects of the PEFA assessment could be covered, but this list is not exhaustive: public investment management (PI-11), asset management (PI-12), budget preparation process (PI-17), accounting for revenue (PI-20), and procurement (PI-24).

#### 8. Complementarity with PEFA framework

RAAP-ID is used at the subnational government (SNG) level and has a drill-down approach in identifying the deficiencies and developing an action plan to assess PFM systems across the PFM cycle.

### Development and use



#### 9. Development and coordination

The development of RAAP-ID started in 2008, with the emerging need to assess the quality of public administration of Latin American SNGs. WB's policy dialogue with national and subnational governments in the region led to capacity-building initiatives and eventually the RAAP-ID was conceptualized to sustain this approach across other SNGs in the region. Methodologies for analyzing public sector operations at the central government level were adapted to the reality of administrative operations of the municipality. Many questions in the RAAP-ID were based on the PEFA framework. WB's public procurement tools were also used as reference during the tool development.

An attempt to standardize the tool for wider application was not entirely successful as the tool application was customized to the SNGs at the time of tool development. RAAP-ID has been funded by multiple international institutions and coordinated with other development agencies.

#### 10. Assessment management

Assessment is demand driven. It aims at collecting information that should be readily available. A standard questionnaire is complemented with data from national institutions (Planning, Finance [or Fiscal Affairs], Statistics). A national framework is taken as the starting point and SNGs are evaluated in the context of the fiscal challenges to be addressed.

While moving from diagnosis to action plan, the RAAP-ID takes the defined framework at the national level as a starting point and evaluates the SNG in the context of the fiscal challenges to be addressed. Custodian quality assurance procedures apply (including peer review process) before the report is published.

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

Used by SNG governments to identify practical steps that can be taken to improve PFM systems.

#### 12. Sequencing with other tools

MiGestion (A09), which evaluates the performance of PFM systems at the SNG level, also covers some of the areas (procurement, public administration systems) that RAAP-ID covers. Considering the drill-down approach of the RAAP-ID, specific to the problem statement and related PFM systems, it could complement the findings of the MiGestion.

#### 13. PFM capacity building

After the assessment, capacity development may take place in the local government on demand. Initiatives are rolled out across the value chain to strengthen the capacities of public administration officials involved in service delivery. However, this was not necessarily a general practice in all cases where the RAAP-ID was implemented.

#### 14. Tracking of changes and frequency of assessments

Since the actions taken or the reform plan are for short or medium term, there are no follow-up assessments to track changes. Due to the nature of the assessment, frequency is customized to the country's context.

#### 15. Resource requirements

RAAP-ID costs about US\$100,000 and depends largely on assessment scope, number of assessed management areas, and travel costs.

Field mission takes one to two weeks and report preparation takes three months. The team of experts includes one senior expert from each of the areas to be assessed in the PFM cycle, a task manager who coordinates the work, and staff to do the study and analysis.

### Transparency



#### 16. Access to methodology

There is a general guidance with a questionnaire attached for reference. This is specifically targeted to evaluate PFM systems functioning at the SNG level. A user guide is developed in Spanish ([available](#)) but is not available in English. Methodology is publicly [available](#).

#### 17. Access to assessment results

There is no central repository of reports. Reports are available at each of the SNG's operation portals.