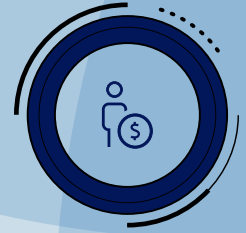


# *Agile*PEFA Guidance







# *Agile*PEFA Guidance



**PEFA SECRETARIAT**  
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# LIST OF ABBREVIATIONS AND ACRONYMS

<b>AM</b>	Assessment manager
<b>AT</b>	Assessment team
<b>BCG</b>	Budgetary central government
<b>CG</b>	Central government
<b>CN</b>	Concept note
<b>GG</b>	General government
<b>GRPFM</b>	Gender responsive public financial management
<b>M&amp;E</b>	Monitoring and evaluation
<b>OT</b>	Oversight team
<b>PEFA</b>	Public expenditure and financial accountability
<b>PI</b>	Performance indicator
<b>PFM</b>	Public financial management
<b>QA</b>	Quality assurance
<b>SNG</b>	Subnational government
<b>TL</b>	Team leader
<b>ToR</b>	Terms of reference

# INTRODUCTION

## About PEFA

The Public Expenditure and Financial Accountability (PEFA) program provides a framework for assessing and reporting on the strengths and weaknesses of public financial management (PFM) based on international standards and good practices. A PEFA assessment incorporates a PFM performance report for the government at a given point in time. The PEFA report includes an overview of the PFM system and evidence-based measurement of performance against 31 indicators, further disaggregated into 94 dimensions, and allocated across seven pillars of PFM. The report also includes an analysis of the findings with respect to the overall system performance and for the desirable budgetary and fiscal outcomes – aggregate fiscal discipline, strategic allocation of resources and efficient delivery of public services.

The PEFA program was established in 2001 and is currently managed by a steering committee of eight<sup>1</sup> development partners who are supported by the PEFA Secretariat based in Washington, DC. The first version of the PEFA framework was published in 2005. The most recent upgrade to the PEFA framework was launched in 2016 and is complemented by a recently developed supplementary framework for assessing gender responsive public financial management (GRPFM) and piloting of the application of a supplementary framework for assessing climate responsive PFM (PEFA Climate) is currently underway. Guidance is available on the application of the PEFA for subnational governments. More information about the PEFA program can be found at [pefa.org](http://pefa.org).

In 2019, the PEFA Secretariat undertook a review of the existing PEFA processes, reporting and guidance to identify potential efficiencies in the time and resources required to undertake an assessment and prepare a PEFA report, while applying and maintaining the integrity of the PEFA methodology, including indicator set, calibration and scoring. Following that review, the PEFA Secretariat developed a streamlined approach to the PEFA process and PEFA report format known as *AgilePEFA*. The *AgilePEFA* was not intended to amend the 2016 PEFA framework but rather to provide an alternative set of guidelines to the application of the 2016 framework which, in appropriate circumstances, streamlines elements of the assessment processes and reporting.

Draft guidelines were prepared and published in 2019 to enable piloting of the *AgilePEFA* approach. The lessons learned from the assessments using the *AgilePEFA* are reflected in this updated guidance.

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1. European Union, IMF, World Bank, Governments of France, Luxemburg, Norway, Slovakia and Switzerland.



## About the *AgilePEFA* approach

*AgilePEFA* is an alternative guidance to conducting an assessment in accordance with the PEFA 2016 framework. It is not an alternative to the PEFA 2016 framework itself, but rather alternative guidance regarding the conducting of a PEFA assessment, including modifications to the timeframe of a PEFA assessment and format of the report. It is intended that, if an assessment is conducted according to this *AgilePEFA* guidance, a PEFA can be completed within seven months.

The *AgilePEFA* guidance does not involve any change to the PEFA 2016 framework. The pillars, indicator sets, scoring methodology, and calibration remain unchanged. Rather, the *AgilePEFA* guidance offers an alternative to the standard guidance, outlined in the PEFA Handbook Volume 1, regarding the application of the PEFA 2016 framework, by abbreviating the timeframe of the ‘ten steps’ in the PEFA assessment cycle and simplifying the PEFA report format. It also provides tools to assist with the gathering, collation and presentation of data and other evidence. Nonetheless, at the core of any PEFA, including those conducted according to the *AgilePEFA* guidance, remains an evidence-based scoring methodology according to the PEFA 2016 framework that can be reliably compared over time and directly comparable to any other PEFA performed using the 2016 framework.

A decision to apply the *AgilePEFA* guidance should be reflected in the concept note (CN) as it will impact on how the assessment is conducted, the timelines and potentially the resources required. A simplified format for the CN is suggested by this guidance as set out in Annex 2. While such CN is an abbreviated version of that recommended by the PEFA Handbook Volume 1 guidance, it maintains the key information required to inform a decision to carry out a PEFA assessment, including purpose, coverage, methodology, resources, deliverables and timeframe.

Accompanying the *AgilePEFA* guidance, in Annex 3, is a streamlined initial data checklist designed to improve the timeliness of data collection. Where data can be captured and analyzed before the fieldwork mission it allows the fieldwork to focus mainly on any data gaps and corroboration. A list of required data has therefore been prepared for country officials, which should ideally be provided to the assessment team at least two to three weeks prior to the in-country fieldwork.

Annex 4 of the guidance sets out the format for an *AgilePEFA* report. Compared to the standard report format, the format of an *AgilePEFA* report includes the following modifications:

- merged and reduced scope of introduction and background information;
- abridged narrative description that complements the tabular presentation of data;
- more summarized analysis of changes in performance since a prior assessment, and
- presenting a single ‘summary of findings’ to replace the outcomes assessment and executive summary.

These modifications are expected to result in a shorter report, creating the possibility of assessment teams completing and presenting initial findings to country authorities at the conclusion of the fieldwork mission, thereby reducing overall assessment duration and potentially the resources required.

The *AgilePEFA* guidance complements the 2016 PEFA Framework document, and the PEFA Handbook Volumes II (PEFA Assessment Fieldguide). Due to the changed format, users should use both the *AgilePEFA* ten step timeframe (rather than that set out in the PEFA Handbook Volume I) and the specific *AgilePEFA* report template in this guidance as an alternative to the Volume III standard report template. All PEFA guidance is available on the PEFA website at [pefa.org](https://www.pefa.org) (<https://www.pefa.org>).

## When to apply the *AgilePEFA* approach

*AgilePEFA* is intended to provide the option of alternative guidance on operational and presentational aspects of a PEFA, which offers the potential to streamline an assessment in appropriate circumstances. A well planned and executed *AgilePEFA*, conducted in close cooperation with country authorities, is demonstrated to result in a fast and reliable PEFA assessment.

An *AgilePEFA* is most likely to realize streamlined timeframes where the government and the lead agency are committed to an expedited process, country systems and processes are well documented, data is readily available, and the assessment team has some existing knowledge of country systems (or similar). The *AgilePEFA* approach will also benefit from the existence of a strong champion who is able to drive effective engagement and institutional arrangements<sup>2</sup> which support the required interactions according to a condensed agenda. While such supportive circumstances may be found in any nation, experience suggests that less complex institutional arrangements are more likely to exist in small countries and economies. An *AgilePEFA* may not be a good fit for more complex administrations. There is therefore a need to carefully assess the circumstances and context prior to committing to applying the *AgilePEFA* guidance. Where the *AgilePEFA* guidance is successfully applied, it can be expected to require fewer resources compared to a PEFA conducted according to standard guidance.

High levels of knowledge of existing systems and data sources, which are favorable to the *AgilePEFA* approach, are more likely to exist in the context of a repeat assessment. This is because the host country's prior experience of the process, knowledge gained, and previously identified data sources are likely to facilitate a streamlined process. Similarly, the existence of a previous standard PEFA report will, except in the circumstances of major transformation, result in features of the PFM system, business processes and systems having been described in detail in the narrative of the previous PEFA assessment report.

The descriptive narrative in an *AgilePEFA* report is somewhat abridged, being more focused on elements relevant to scoring and justification and less focused on providing description of context which does not impact directly on scoring. Compared to a standard PEFA, a report prepared according to the

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2. Institutional arrangement refers to the number of entities involved in key PFM systems and processes, the complexity of such entities (including existence of delegations and deconcentrated units) and their geographic dispersion.

*AgilePEFA* guidance provides somewhat less description of context and PFM systems with which to inform the development of a new PFM reform strategy. Applying the *AgilePEFA* guidance in a baseline assessment should therefore be approached with caution. An *AgilePEFA* would however be effective in providing an update of PFM system performance against the baseline of a previous PEFA assessment.

Those factors outlined above regarding the context and purpose of the PEFA should be carefully considered in deciding whether (or not) to apply the *AgilePEFA* approach. The existence or absence of the circumstances supportive of applying *AgilePEFA* guidance should be explored and verified during the planning stage, prior to reflecting such an approach in the concept note.

The *AgilePEFA* guidance is appropriate to be considered for a PEFA assessment applying the 2016 framework at national level only. It is not designed to be used for a PEFA conducted at subnational level.

The *AgilePEFA* guidance does not extend to either *the supplementary framework for assessing gender responsive public financial management* (PEFA Gender) or *the supplementary framework for assessing climate responsive PFM* (PEFA Climate). If a PEFA Gender and/or PEFA Climate are done concurrently with a core PEFA, both are presented separately or as an annex to the main PEFA report and follow their corresponding format. When either of these supplementary frameworks are applied concurrently with a core PEFA, it is likely to impact on the ability to achieve the condensed timeframes sought in applying the *AgilePEFA* guidance. The impact on the assessment timeframe of applying the supplementary frameworks should be considered when planning the assessment and reflected in the concept note.

# ***AgilePEFA***

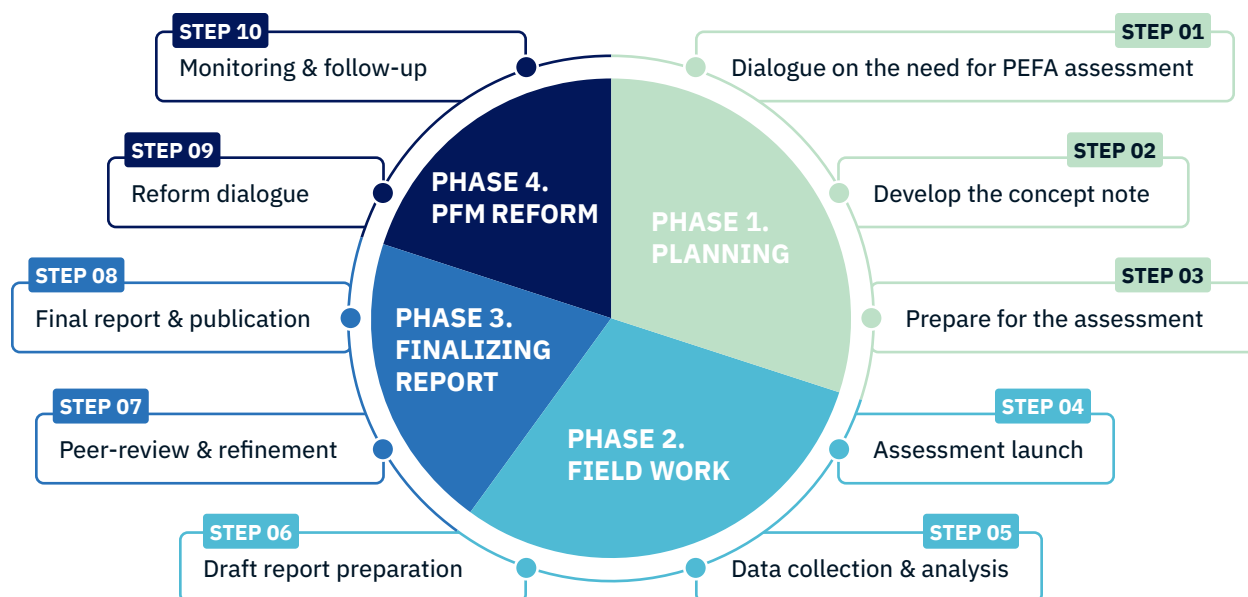
## **GUIDANCE FOR PLANNING, MANAGING AND FINALIZING A PEFA ASSESSMENT**

Experience gained from more than 750 PEFA assessments has demonstrated that a well-structured and systematic process is essential for efficient and timely completion of a comprehensive, evidence based PEFA.

The *AgilePEFA* guidance largely follows the same approach as the standard guidance for planning, managing and finalizing a PEFA assessment. The key difference with the *AgilePEFA* guidance, is that actions have been streamlined and indicative timelines reduced to enable the assessment to be completed in the shortest time possible. It also involves seeking to prepare the draft PEFA report as part of the field work in Phase 2.

A summary table setting out the four phases, ten steps, key actions and suggested timelines for each of the steps under *AgilePEFA* is presented in Annex 1.

FIGURE 1. AgilePEFA ten-step assessment cycle



## PHASE ONE: Planning the PEFA Assessment

Phase one describes the key steps for planning and preparing the PEFA assessment. Careful planning and preparation are critical to its success. Phase one establishes the basis for the government’s engagement and ownership of the assessment process, which is fundamental to the success of the PEFA assessment and subsequent dialogue on the need for PFM improvement. Phase 1 also defines the objectives, scope, coverage and resources required for the PEFA assessment. A key decision to be made in Phase one is whether to apply the *AgilePEFA* guidance, or the standard guidance outlined in the PEFA Handbook Volume III: Preparing the PEFA Report.

### *Step 1: Dialogue on the need for a PEFA assessment*

Step 1 examines the need for a PEFA assessment, usually through dialogue between senior government officials and other stakeholders, including development partners. The dialogue may be initiated by the government itself or as part of strategic discussions between the government and development partners. Once in principle agreement is reached, an oversight team (OT) of senior government officials and other key stakeholders should be established. The oversight team will define the purpose, scope and coverage of the assessment.

### *Step 2: Develop the concept note or terms of reference*

The next step in the PEFA process involves developing the concept note (CN) or terms of reference (ToR). The primary role of the CN/ToR is to set out the agreed purpose, objectives, scope and coverage (including level of government to be assessed, indicators to be applied), timing and resources for the assessment. It details the assessment's methodology, work schedule, staffing requirements, desired outputs and outcomes, as well as quality assurance arrangements.

A decision to apply the AgilePEFA guidance should be reflected in the CN, having regard to those situations where the reduced timeframes are most likely to be achievable and the simplified report format serves the needs that motivate the conducting of an assessment, as well as the country context. An AgilePEFA is most likely to realize streamlined timeframes where the participants are committed to an expedited process, country systems and processes are documented, data is readily available, there is a strong champion who can drive effective engagement, and the institutional arrangements<sup>3</sup> enable the required interactions according to a condensed agenda. Engagement should occur between stakeholders during Step 1 and Step 2 regarding whether the AgilePEFA guidance will be applied. The reason for applying the AgilePEFA guidance should be elaborated in the CN/ToR.

Once completed, the CN/ToR serves as the basis for formally obtaining the support of government and non-government stakeholders and identifying the sources of funding. A simplified format for the CN is suggested by this guidance as set out in Annex 2.

As precise resource requirements vary from country to country, it is not possible to define a standardized budget for a PEFA assessment. Resources required depend on many factors, including the scope, ease of access to information, travel and language. The CN template includes a table itemizing the planned costs of the assessment.

As part of PEFA Check quality assurance (QA) arrangements, the draft CN should be submitted for peer review in advance of the launch of the assessment, i.e., before the in-country field work starts. The PEFA Check requires both the concept note and draft report to be reviewed by at least four peer-reviewers, with each representing a separate institution. One of these institutions should be the government assessed, one should be the PEFA Secretariat and the other peer reviewers should have a good understanding of the country's PFM.

### *Step 3: Preparing for the assessment*

Step 3 of the PEFA assessment process involves preparing for the assessment – establishing and mobilizing the assessment team, planning field work and collecting data. The assessment manager will identify, assemble and mobilize the assessment team. The assessment team members should be experienced PFM practitioners and include members with knowledge of the country being assessed. Collecting as much information and data as possible in advance allows more time for clarification, detailed discussion, and collection of missing or supplementary information during the field work.

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3. Institutional arrangement refers to the number of entities involved in key PFM systems and processes, the complexity of such entities (including existence of delegations and deconcentrated units) and their geographic dispersion. Less complex institutional arrangements are more likely to exist in small countries.

The field work will be coordinated through the assessment manager and/or oversight team. A schedule setting out the timetable for meetings, names and positions of stakeholders to be interviewed, topics, key issues and questions to be addressed, and requests for supplementary data, should be agreed with the host country before the start of field work.

## PHASE TWO: Field Work

Under *AgilePEFA*, Phase two involves the official in-country launch of the assessment, further data collection and corroboration, and (if possible) presentation of the initial draft report with findings to the government. Field work is expected to require up to three weeks.

### *Step 4: Assessment launch*

The assessment launch aims to broaden country-level support through awareness and understanding of the PEFA framework and assessment process, key challenges and risks, as well as the information needs of and expected benefits from the activity. It is also intended to manage expectations about the results and the use of the findings; in particular, that the PEFA assessment is not evaluating the performance of individual officials. The launch process usually involves a workshop for managers and key staff of government institutions. In some countries, separate briefings of ministers and/or high-level government officials may be delivered.

### *Step 5: Data collection and analysis*

The field work helps to identify and fill any gaps in the information provided in the initial data collection, to corroborate findings with other stakeholders (including development partners and the non-governmental sector) and to prepare the draft report content, including recommended tables and narrative content (see step 6).

Assessors will need to ensure that there is sufficient data to address all aspects of the scoring requirements and content of the report. To facilitate the assessment, the *AgilePEFA* report format includes data tables that reflect the scoring requirements and calibration of each dimension, including the relevant period i.e., last completed fiscal year, last three completed fiscal years and cut-off date for the time of the assessment. While the tabular form helps to support the presentation of evidence, it does not replace the need for narrative that explains the evidence as it relates to the scoring of each indicator. It may also be possible to corroborate assessment findings through recently completed or concurrent analyses of the PFM system by development partners, government or independent institutions (e.g., fiscal councils, supreme audit institutions, and the like). It is recommended that assessors meet with government officials several days before the completion of the mission to discuss initial findings and advise of any remaining data gaps.

Detailed methodological guidance on measuring and scoring of the indicators and dimensions is provided in the PEFA Handbook *Volume II: PEFA Assessment Fieldguide*.

### Step 6: Draft PEFA report

The PEFA report should provide a detailed and integrated assessment of a country's PFM performance.

A template setting out the format of an AgilePEFA report can be found at Annex 4 of this guidance and is also available as a word document on pefa.org (<https://www.pefa.org>). According to this template, the report includes an Introduction chapter (one), which provides the context of the assessment, a Summary of Findings chapter (two) which presents and summarizes findings and associated analysis, and an Analysis of PFM Performance chapter (three) which contains the detailed assessment by indicators, and their dimensions, grouped by the seven pillars.

The assessment for each indicator includes an "Assessment of performance" table which outlines and explains each score by relating the evidence to the scoring criteria. This table should include sufficient narrative for the reader to understand how the evidence presented leads to the assignment of a specific score. The scoring methodology for some dimensions includes "and"/"or" elements and it is important that the narrative describes which elements are observed (or not) that justify the score assigned. By necessity, this narrative may repeat and indeed highlight aspects of the evidence provided in the tables and narrative under each indicator.

Underneath the "Assessment of performance" table is a section which presents the evidence for the scores assigned. It is a feature of the AgilePEFA that this evidence is primarily presented in tables. However, assessors are encouraged to include here any supplementary narrative or data which complements the tables by providing information that is relevant to the assessment of performance but is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.

The tables of evidence under each indicator have been carefully designed to facilitate the collation and presentation of evidence required to score according to the PEFA 2016 framework. Assessment teams should avoid altering the format or the nature of the content of each table but may add supplementary data in additional tables under the relevant dimension. The report template in Annex 4 provides (in red italics) guidance regarding the gathering and presentation of evidence, including regarding sampling.

In successive assessments, the report should also address the extent to which PFM performance has changed since any earlier assessment. A section should be included in the Summary of Findings chapter of the report which summarizes performance change since the previous PEFA. The report should include an annex (6) with a table that compares and briefly explains changes in performance between the current and previous PEFA, applying the framework of the previous PEFA (be that PEFA 2016, PEFA 2011, or PEFA 2005). There are two alternative templates to use for this annex, one (6A) for repeat assessments where the previous PEFA applied an earlier version of the framework (2011 or 2005) and another (6B) which is for use where both the previous and current PEFA apply PEFA 2016. **Excel spreadsheets for calculation of PI-1, 2 and 3** are available on pefa.org (<https://www.pefa.org>). Responses to frequently asked questions about the application of the PEFA framework can also be found on the PEFA website.

A concise report, which is an outcome sought by applying the AgilePEFA guidance, should ensure that readers are able to readily access the key information. An AgilePEFA report is expected to be no longer than 85 pages in length.



Under *AgilePEFA*, the assessment team makes a presentation to the oversight team and senior government officials on the findings of the field work and data analysis and, if possible, submits the draft report at the conclusion of the field work. This helps to ensure that findings are presented in a timely manner and helps create the momentum for establishing a dialogue on the need for PFM improvement.

## PHASE THREE: Finalizing the PEFA Report

The primary audience for the PEFA report consists of government policy makers, senior officials, heads of key agencies and main ministries, civil society organizations, development partners, etc. To be effective, the PEFA report should be owned by the government and is expected to be a primary input in supporting PFM improvement. For a PEFA assessment to be effective, it is crucial that the government be engaged in all phases of the assessment, provide input and comments throughout the process, and understand the rationale behind the report content, including scores.

### *Step 7: Peer review and refinement of the draft report*

Peer review of a PEFA report is a quality assurance (QA) process that is intended to provide an independent validation of the report content and correct application of the PEFA methodology. It is most effective where the reviewers, either individually or collectively, have a sound knowledge of the PEFA framework and the PFM system of the government being assessed. The process of peer review is monitored by the PEFA Secretariat as part of the following six-point PEFA Check QA process:

#### **Six-points of the PEFA Check**

1. The draft CN is submitted for peer review before the in-country assessment field work starts.
2. A final version of the concept note is shared with all peer reviewers.
3. The complete draft PEFA report is submitted to at least four peer reviewers for review.
4. A revised draft PEFA report is prepared by the assessment team attaching a matrix with peer reviewers' comments and assessment team responses. The PEFA Secretariat carries out a follow-up review which evaluates whether its comments have been addressed.
5. The final report is reviewed by the PEFA secretariat to ensure that the compliance indices for dimensions and indicators (i.e., the percentage of indicators and dimensions that are considered to provide sufficient evidence to justify their score) and the report coverage index (i.e., the extent to which the report reflects the recommended format and content) are both higher than 85 percent.
6. The assessment management and quality assurance arrangements are described in the PEFA report.

The PEFA Check ensures that the oversight and assessment teams are confident that they have produced a high-quality report, and funding agencies and users of the report can be confident that it has been subject to informed external scrutiny and refinement.

The four PFM peer reviewers must include:

- the government, to verify that data and evidence is correct and complete and assess whether conclusions and scoring reflect reality as experienced by the government;
- the PEFA Secretariat, to ensure that the PEFA Framework has been applied correctly, including that scoring is adequately evidenced and that the report structure and content follows the guidance provided; and
- reviewers from two independent institutions with a good knowledge of PFM in the country (such as development partners or academic organizations). Knowledge of country PFM systems is particularly important for a PEFA conducted using the *AgilePEFA* guidance as the descriptive narrative in the report is typically more abridged compared to a PEFA report prepared according to standard guidance.

The peer review of a draft *AgilePEFA* report is expected to be completed in 15 business days and the peer review of the final report (follow-up review) in 10 business days.

The final report should include a summary of the management and quality assurance arrangements as presented in Box 1 below.

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**BOX 1.** Assessment management and quality assurance arrangements**PEFA assessment management organization**

- OT – chair and members: [name and organization of each]
- AM: [name and organization]
- Assessment TL and team members: [name and organization of each]

**Review of CN and/or ToR**

1. Date of reviewed draft CN and/or ToR:
2. Invited reviewers: [name and organization of each, or identity of the group, e.g., the oversight team]
3. Reviewers who provided comments: [name and organization of each, in particular the PEFA Secretariat and date(s) of its review(s), or identity of group, e.g., the OT]
4. Date(s) of final CN and/or ToR:

**Review of the assessment report**

1. **Date(s) of reviewed draft report(s):**
2. Invited reviewers: [name and organization of each, in particular the PEFA Secretariat and
3. date(s) of its review(s), or identity of group, e.g., the OT]; and
4. reviewers who provided comments: [name and organization of each]

The government or assessment manager initiates the request for the PEFA Check endorsement as part of a formal quality assurance process, managed by the PEFA Secretariat. Awarding of the PEFA Check is subject to meeting the criteria and process set out in step 7. The PEFA Check endorsement is issued by the PEFA Secretariat.

### *Step 8: Final PEFA report and publication*

After follow-up review validation and resulting refinements, the PEFA report will be presented as a final report to the government for approval. Governments are expected to publish their reports in the interests of transparency and to encourage dialogue on development and implementation of further reforms.

Governments are strongly encouraged to publish the final PEFA report. The PEFA Secretariat maintains a database of all PEFA assessment reports submitted since the program commenced. All reports published by governments are also available to the public on the PEFA website (<https://www.pefa.org>).

Following government approval, the report is disseminated to all interested stakeholders (e.g., government, civil society organizations and development partners, etc.).

## **PHASE FOUR: PFM reform action**

Once completed, a PEFA assessments can be used, together other PFM diagnostics, as an input to stakeholder dialogue supporting PFM reform initiatives. This phase is not a mandatory element of the assessment.

### *Step 9: Reform dialogue*

A completed PEFA assessment, while not including recommendations, may inform discussions regarding the design and sequencing of new or ongoing PFM reforms.

### *Step 10: Monitoring and follow-up*

Monitoring and follow-up measures ensure that actions identified in a PFM reform plan are implemented as intended and have the desired impact. PEFA framework requirements can be incorporated into the government's monitoring and evaluation (M&E) system.

PEFA assessments are recommended in intervals of three or more years.



# **ANNEXES**

# Annex 1:

## AgilePEFA – TEN STEP PROCESS: INDICATIVE TIMELINE

The indicative timeline in the table below suggests around 6.5-7 months between the preparation of the CN and the publication of the assessment report. However, experience indicates that some steps may take longer due to reasons beyond the control of a well-managed assessment process. Delays may occur for example, with internal approval processes (step 3 or step 8), during the draft report peer review as it involves several parties, and during the process of gathering additional information to address peer review comments and finalize the report (step 7). The Additional guidance column in this table suggests a minimum timeframe for peer review in step 2 and step 7. The AgilePEFA guidance does not provide an indicative timeline for the dialogue on undertaking a PEFA assessment and the post-PEFA dialogue as they are country specific.

Step	Main task	Indicative timeline	Responsibility	Additional guidance
<b>Phase 1: Planning and preparation</b>				
<b>1. Establish a dialogue on PEFA</b>	Initiate meeting of key government stakeholders	Pre-CN discussions	Prime Minister, Minister of Finance, etc.	Government establishes a dialogue on PEFA
	Establish an oversight team (OT) to manage and oversee the PEFA assessment		Minister of Finance	Include development partners as appropriate
	Agree assessment purpose, objective, scope and coverage		Ministry of Finance/ Assessment management	With development partners as appropriate
	Select assessment team		Ministry of Finance/ Assessment management	Consider any specific arrangements in case of joint assessment
	Appoint a government focal point.		Minister of Finance	Government focal point responsible for facilitating data collection and arranging meetings
<b>2. Concept Note</b>	Prepare draft concept note	Week 1-4	Ministry of Finance/ Assessment management	Use the simplified CN template
	Concept note peer-review		OT coordinates input	Allow a minimum of five business days for peer review
	Final concept note issued		OT	
<b>3. Mobilize assessment team</b>	Initiate data request	Week 5-8	OT	Use data collection check list. Submit to government focal point
	Prepare mission meeting schedule and agenda		OT	Submit to government focal point
	Data submitted to assessment team		Government focal point	

Step	Main task	Indicative timeline	Responsibility	Additional guidance
<b>Phase 2: Field work</b>				
<b>4. Assessment launch</b>	Introductory meeting with senior government officials	Week 9	Assessment team	Secure and confirm high level government commitment
	PEFA training workshop		Assessment team	Inform oversight team, participants, and other stakeholders
<b>5. Field work</b>	Collect and corroborate data	Week 9-11	Assessment team	Ensure evidence is cited. Corroborate with others as required
	Commence data analysis and scoring		Assessment team	Use Agile guidance, PEFA Framework, PEFA Fieldguide
	Present and discuss initial findings		Assessment team; OT	Presentation to government and members of OT
<b>6. Draft report preparation</b>	Draft narrative and scores and analysis of pillar performance	Week 12-13	Assessment team	If possible, an initial draft should be prepared during field work mission and submitted to the Government at the end of field mission. If not, initial results should be shared in summary form (such as via a visual presentation), with the draft report shared as soon as possible after the field work
<b>Phase 3: Finalizing the report</b>				
<b>7. Peer review and refinement</b>	Quality assurance/Peer review of draft report	Week 14-16	Government; PEFA Secretariat; Plus, two other reviewers	Allow up to 15 business days for peer review
	Revision of draft report after peer-review	Week 17-19	Assessment team	Assessment team addresses comments from peer-reviewers
	Revised draft submitted for follow-up review	Week 20-21	PEFA Secretariat Other reviewers	Allow up to 10 business days for follow-up review
	PEFA Check issued	Week 22	PEFA Secretariat	
<b>8. Final report</b>	Final report approved by government	Week 23-24	Government	
	Final report published	Week 25	Government	Uploaded to PEFA website following approval
	Presentation/ launch of the report to public and stakeholders	Week 26-27	Government	Government report, summary of findings
<b>Phase 4: PFM reform action</b>				
<b>9. PFM reform dialogue</b>	PFM improvement dialogue	Ongoing	Government	See PEFA Handbook Volume 4: <i>Using PEFA to support PFM improvement</i> <a href="http://www.pefa.org">www.pefa.org</a>
	PFM action plan or strategy enhanced / developed		Government	
<b>10. Monitoring</b>	Monitor reform implementation	Ongoing	Government	
	Monitor impact of reform	Ongoing	Government	

# Annex 2:

## AgilePEFA ASSESSMENT CONCEPT NOTE

### Purpose

Briefly state the purpose of the assessment. Describe how results will be used.

### Background and Context (Optional)

The concept note can include a section that outlines the context in which the PEFA assessment is being conducted, including for example the economic and fiscal situation as well as any PFM reform programs. Note any previous PEFA assessment and any other recent PFM diagnostics.

### Application of AgilePEFA Guidance

State that the AgilePEFA guidance is to be applied and briefly outline the factors considered in the decision to utilize the AgilePEFA guidance.

### Scope and coverage

Specify the time period, and which part of the public sector, will be covered by the assessment. Typically, this will be the central or subnational government with its institutional units (e.g., budgetary and extra-budgetary units), except where PEFA indicators specifically refer to a smaller or wider range, such as the budgetary units of the central government or government at all levels. The concept note should present the structure of the overall public sector and the central government respectively, in terms of the number of institutions involved (see example Table 1).

**TABLE 1.** Structure of the public sector (No. of institutions)

Budgetary units	Extrabudgetary units	Public corporations

### Time period

**TABLE 2.** Time periods used for assessment

Country fiscal year:	
Last three fiscal years covered:	
Time of assessment (planned cut-off):	

### Management, oversight and quality assurance

**TABLE 3.** Lead agencies

<b>Agency leading assessment:</b>	
<b>Funding agency(ies):</b>	

**TABLE 4.** Oversight team

Name	Position/ organization	Role
		Chairperson
		Oversight team member
		Oversight team member
		Oversight team member

**TABLE 5.** Peer reviewers (for both CN, Draft and Final Report) – Name of organization

<b>Government</b>	
<b>PEFA Secretariat</b>	
<b>Organization 1</b>	
<b>Organization 2</b>	

### Resources

**TABLE 6.** Staffing

Assessment Team	Name (if available)	Organization	Area of expertise	Preparatory work (days)	Field work (days)	Post-field work (days)
Team leader:						
Expert 1:						
Expert 2:						
Expert 3:						
Total input days						

**TABLE 7.** Financial resources

Type of expenditure	Days/Unit	Days/Unit cost	Amount
Salaries			
Consultant fees			
Travel costs			
Other costs			
Total costs			



## Methodology

**TABLE 8.** Indicators

No. of indicators used	No. of dimensions	Reasons for any variation

## PEFA assessment implementation schedule

Briefly describe how the PEFA report will be used to support PFM improvement.

**TABLE 9.** PEFA assessment implementation schedule

Task	Deliverable	Date(s)
<b>Preparatory work</b>		
● Finalization of the concept note/terms of reference	Concept note	
● Initial data request	Data request issued to responsible units	
<b>Field work</b>		
● PEFA methodology workshop	Workshop delivery	
● Data collection and interviews	All necessary data obtained	
● Presentation of draft report and initial findings to authorities ( <i>if it is not possible to present the draft report at the end of the field work, the initial findings can be conveyed via a presentation, with the draft report provided after the end of the field work</i> ).	Presentation initial findings	
<b>Post-field work</b>		
● Peer review	Comments recorded and considered, draft revised	
● Follow-up review	Assessment of response to comments	
● Presentation of final report to authorities	Final report	
● Publication of final report	Publication	
<b>Planned post-PEFA assessment activity</b>		
● PFM reform dialogue based on PEFA assessment findings	Briefing by oversight team on the key PFM strengths and weaknesses identified in the PEFA report.	
	Discussion on main priorities to be addressed. (Indicate whether Volume IV of the PEFA Handbook will be used.)	
● Development of a PFM action plan or reform program	PFM action plan	

# Annex 3:

## AgilePEFA PRE-MISSION DOCUMENT CHECKLIST

Document	Time period	Relevant PIs	Checklist Received (Y/N)
<b>INITIAL LIST OF DOCUMENTS TO BE REQUESTED</b>			
1. Annual budget law/documentation/estimates approved by the legislature (including any supplementary documents)	Last three completed fiscal years	1, 2, 3, 4, 5, 6, 11, 14, 15, 16, 17, 18	
	Last budget submitted to the legislature	5, 8, 16, 17	
	Most recent budget submitted to the legislature	5, 9	
2. List of budget information published and/or relevant website and dates of publication including: <ul style="list-style-type: none"> <li>● Basic elements <ul style="list-style-type: none"> <li>i. Annual executive budget proposal documentation.</li> <li>ii. Enacted budget.</li> <li>iii. In-year budget execution reports.</li> <li>iv. Annual budget execution report.</li> <li>v. Audited annual financial report, incorporating or accompanied by the external auditor's report.</li> </ul> </li> <li>● Additional elements <ul style="list-style-type: none"> <li>vi. Prebudget statement.</li> <li>vii. Other external audit reports.</li> <li>viii. Summary of the budget proposal.</li> <li>ix. Macroeconomic forecasts.</li> </ul> </li> </ul>	Last completed fiscal year	9	
3. Annual financial statements (AFS) – BCG and Extrabudgetary units	Last three fiscal years	1, 2, 3, 6, 12, 29	
4. Annual budget execution report (if AFS not available) – BCG and extrabudgetary units	Last completed fiscal years if AFS are not available	1, 2, 3, 6	
5. Budget classification manual	Most recent	4	
6. Copy of chart of accounts	Used for the last completed fiscal year	4	
7. Legislation or rules governing transfers from CG to SNG	Last completed fiscal year	7	
8. Budget calendar	For the last budget submitted to legislature	7, 17	
9. Budget circular	Last budget submitted to legislature	7, 14, 16, 17	
10. Ministry budget statements or performance plans	Planned outputs and outcomes for next fiscal year	8	
11. Ministry reports on actual performance	Actual outputs, outcomes or activities of last completed fiscal year	8	
12. Performance audits or evaluations completed	Last three completed fiscal years	8	
13. Audited financial statements of SNGs	Last completed fiscal year	10	
14. Audited financial reports of the five largest public corporations	Last completed fiscal year	10	

## Annex 3: AgilePEFA PRE-MISSION DOCUMENT CHECKLIST

15. Debt management strategy	At the time of the assessment (with reference to the last three fiscal years)	13	
16. Fiscal strategy statement submitted to the legislature (if not part of the annual budget documentation)	Last completed fiscal year	15	
17. Strategic plans of five largest ministries	Last budget submitted to legislature	16	
18. Tax code and legislation	At the time of the assessment	19	
19. Stock of expenditure arrears	Last three completed fiscal years	22	
20. Payroll audits	Last three completed fiscal years	23	
21. Procurement website – list type of information	Last completed fiscal year	24	
22. Legislation, rules and procedures on internal audit	At the time of the assessment	26	
23. Internal audit plan	Last completed fiscal year	26	
24. In-year budget reports	Last completed fiscal year	28	
25. External audit reports	Last three completed fiscal years	30	
<b>SECONDARY LIST OF DOCUMENTS (after initial list documents have been provided)</b>			
26. Consolidated report on financial performance of public corporations	Last completed fiscal year	10	
27. Audited financial statements of all SNGs	Last completed fiscal year	10	
28. Consolidated report on financial performance of SNGs	Last completed fiscal year	10	
29. Report on CG contingent liabilities and fiscal risk	Last completed fiscal year	10	
30. Available information on investment projects which meet the definition of a “major investment project” (i.e., where major project is defined as total investment cost of the project across all years being 1 percent or more of budgeted BCG expenditure for the current year)	Last completed fiscal year	11	
31. Records of financial assets (if not included in annual financial statements)	Last completed fiscal year	12	
32. Register of fixed assets, land and subsoil assets (including age and usage)	Last completed fiscal year	12	
33. Procedures and rules for the disposal of assets, including information submitted to the legislature	Last completed fiscal year	12	
34. Primary and secondary legislation on authorization to borrow, issue new debt and issue loan guarantees	Last completed fiscal year	13	
35. Parliamentary procedures for budget review	Last completed fiscal year	18	
36. Rules for budget adjustments by the executive	Last completed fiscal year	18	
37. Public information on revenue rights and obligations (including website)	At the time of the assessment	19	
38. Revenue compliance audit plan	Last completed fiscal year	19	
39. Budget units cash forecasts	Last completed fiscal year	21	
40. Commitment ceilings issued by MoF	Last completed fiscal year	21	
41. Value and frequency of in-year budget adjustments	Last completed fiscal year	21	
42. Data on age, composition and timeliness of information on arrears	At the time of the assessment	22	
43. Rules and procedures governing personnel and payroll	At the time of the assessment	23	
44. Procurement database	Last completed fiscal year	24	
45. Legislation, rules and procedures on procurements	Last completed fiscal year	24	
46. Rules on internal controls for non-salary expenditure (including commitment controls)	At the time of the assessment	25	
47. Accounting standards	Last completed fiscal year	29	
48. Audit standards used for auditing annual financial reports	Last three completed fiscal years	30	
49. Legislation and regulations governing SAI	At time of assessment	30	
50. Evidence of legislative scrutiny of audit reports, hearings and recommendations	Last three completed fiscal years	31	
51. Evidence of publication of legislative committee reports	Last three completed fiscal years	31	

# Annex 4:

## PEFA Report Template Applying AgilePEFA Guidance

*Below is the complete template for a report applying the 2016 PEFA framework utilizing the AgilePEFA Guidance.*

*Guidance to help assessors in preparing the report is provided in red italic font. It is not part of the final report structure.*

The template is available in MS Word on the PEFA website





**(INSERT NAME OF COUNTRY)**  
**PUBLIC EXPENDITURE AND  
FINANCIAL ACCOUNTABILITY  
(PEFA) PERFORMANCE  
ASSESSMENT REPORT  
(INSERT YEAR)**



**DRAFT REPORT  
(INSERT DATE)**



# PEFA Check endorsement.

*If the report is eligible, the PEFA Check endorsement as provided by the PEFA Secretariat will be inserted as a full-page certification here before the section on Assessment Management and Quality Assurance.*

# Assessment management and quality assurance

## Oversight and management

*Provide a brief description of the composition of the oversight team managing the assessment, the assessment team undertaking the assessment, and QA peer review organizations. State whether PEFA Secretariat QA guidance has been followed.*

*Further details on the assessment management and quality assurance arrangements should be presented in Annex 1.*

## Methodology

### Type of assessment:

*Describe the methodology i.e., in accordance with the PEFA 2016 methodology applying the AgilePEFA guidance.*

### Number of indicators used:

*Indicate the number of indicators and dimensions included in the assessment. Explain reason for non-application of any indicators or dimensions.*

### Scope and coverage:

*Describe the scope of the assessment – e.g., budgetary units, extrabudgetary units and public corporations. Explain any unique aspects of the institutional arrangements or PFM governance of the jurisdiction that impact on the scope and coverage of the assessment. Note that the list of public sector agencies covered by the assessment is presented at Annex 2.*

### Timelines:

*Specify the following timelines:*

<b>In-country field work:</b>	
<b>Country fiscal year:</b>	
<b>Last three fiscal years covered:</b>	
<b>Latest budget submitted to legislature:</b>	
<b>Time of assessment (cut-off):</b>	

### Sources of information:

*Briefly describe the sources of information.*

*A consolidated list of documents used for this assessment, including by indicator, should be presented in Annex 3. The names of all persons interviewed should be listed in Annex 4.*

TABLE OF

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**CONTENTS**



# ABBREVIATIONS AND ACRONYMS

<b>AFS</b>	Annual Financial Statements
<b>AGD</b>	Accountant General Department
<b>COFOG</b>	Classification of Functions of Government
<b>DMS</b>	Debt Management Strategy
<b>DSA</b>	Debt Sustainability Analysis
<b>EBU</b>	Extra-Budgetary Unit
<b>FY</b>	Fiscal Year
<b>GDP</b>	Gross Domestic Product
<b>GFSM</b>	Government Financial Statistics Manual
<b>GRB</b>	Gender Responsive Budgeting
<b>INTOSAI</b>	International Organization of Supreme Audit Institutions
<b>IPSAS</b>	International Public Sector Accounting Standards
<b>KPI</b>	Key performance indicator
<b>MoF</b>	Ministry of Finance
<b>NIIP</b>	National Infrastructure Investment Plan
<b>PAC</b>	Public Accounts Committee
<b>PC</b>	Public Corporation
<b>PEFA</b>	Public Expenditure and Financial Accountability
<b>PFM</b>	Public Financial Management
<b>PMU</b>	Project Management Unit
<b>PPP</b>	Public Private Partnership
<b>PS</b>	Permanent Secretary
<b>PSC</b>	Public Service Commission
<b>PSIP</b>	Public Sector Investment Program
<b>SDG</b>	Sustainable Development Goals
<b>SNG</b>	Sub-National Government
<b>VAT</b>	Value Added Tax



# INTRODUCTION

*Introduce the PEFA assessment and summarize purpose, objectives, and planned use in supporting PFM improvement. The introduction should identify that the AgilePEFA guidance was applied in conducting the assessment.*

## **Economic context**

*Provide a brief overview of the economic context including the summary of selected key economic indicators such as those set out in the following table.*

**TABLE 1.** Selected key economic indicators

	FY T-2	FY T-1	FY-T
<b>GDP</b>			
<b>GDP per capita (currency units)</b>			
<b>Real GDP growth (%)</b>			
<b>CPI (annual average change) (%)</b>			
<b>Gross government debt (% of GDP)</b>			
<b>External terms of trade (annual percentage change)</b>			
<b>Current account balance (% of GDP)</b>			
<b>Total external debt (% of GDP)</b>			
<b>Gross official reserves (months of import value)</b>			

### Fiscal trends

Summarize fiscal trends including size of deficit and net debt in recent years, including a summary of selected indicators such as those set out in the following table.

**TABLE 2.** Selected key economic indicators

	FY T-2	FY T-1	FY-T
<b>Total revenue</b>			
<b>Own revenue</b>			
<b>Grants</b>			
<b>Total Expenditure</b>			
<b>Non-interest expenditure</b>			
<b>Interest Expenditure</b>			
<b>Aggregate deficit (incl. grants)</b>			
<b>Primary deficit</b>			
<b>Net financing</b>			

### PFM legal framework

Provide a brief description of the legal framework – outlining the main legislation and regulations that determine the structure and guide the operation of the PFM system. In addition to PFM law, reference any specific laws for procurement, public investment, PPP, debt, etc. This subsection should also briefly explain any legal provisions and institutional structures for public participation in budget planning. A brief description of recent changes made to the legal framework should be included, if relevant.

# III.

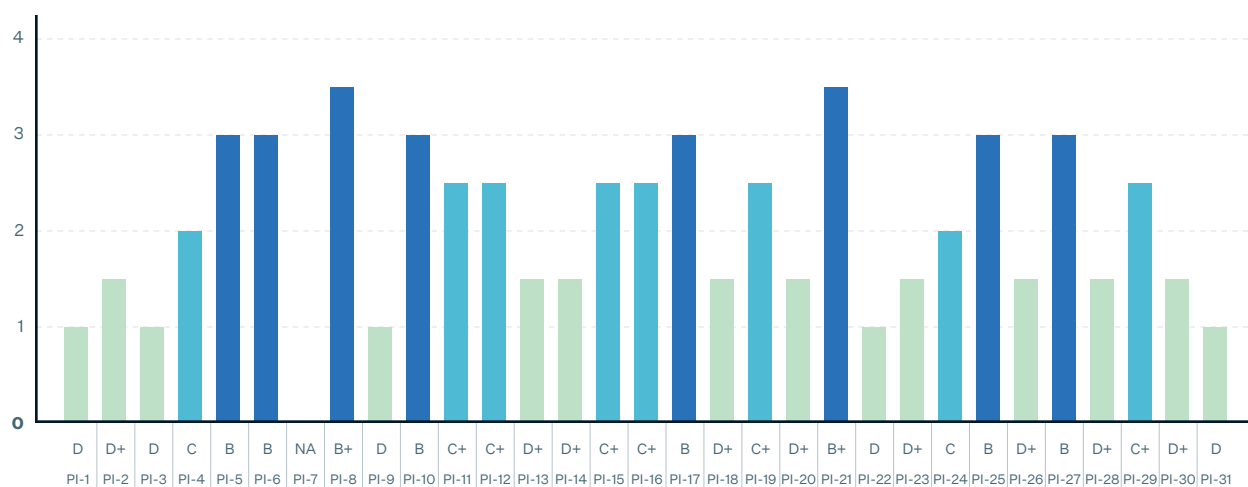
## SUMMARY OF FINDINGS

### 2.1 PFM strengths and weaknesses

Include a summary of the main findings of the report, as captured by the 7 pillars, the indicators and the dimensions of the PEFA Framework.

Present a graph of a summary of PEFA scores by indicators as follows. Guidance is available at [pefa.org](http://pefa.org) (include a link).

**FIGURE 2.1.** Summary of PEFA scores by indicators – PEFA 2016 framework (example only)



Include reference to summary of observations on internal control in Annex 5.

Include reference to summary table of the scores of all indicators and dimensions in Annex 6.

## 2.2 Impact of PFM performance on three main fiscal and budgetary outcomes

*The main objective of PEFA and PFM reform is to support sustainable development as well as better and more effective service delivery outcomes that meet the citizens' needs and priorities. Progress is measured through the contribution of PFM systems and processes to the following three main fiscal and budgetary outcomes.*

### 1. Aggregate fiscal discipline

*Describe the impact of PFM systems on fiscal discipline the country based on PEFA findings.*

### 2. Strategic allocation of resources

*Describe the impact of PFM systems on the effectiveness of resource allocation the country based on PEFA findings.*

### 3. Efficient use of resources for service delivery

*Describe the impact of PFM systems on the efficiency of the delivery of public services the country based on PEFA findings.*

## 2.3 Performance change since previous assessment

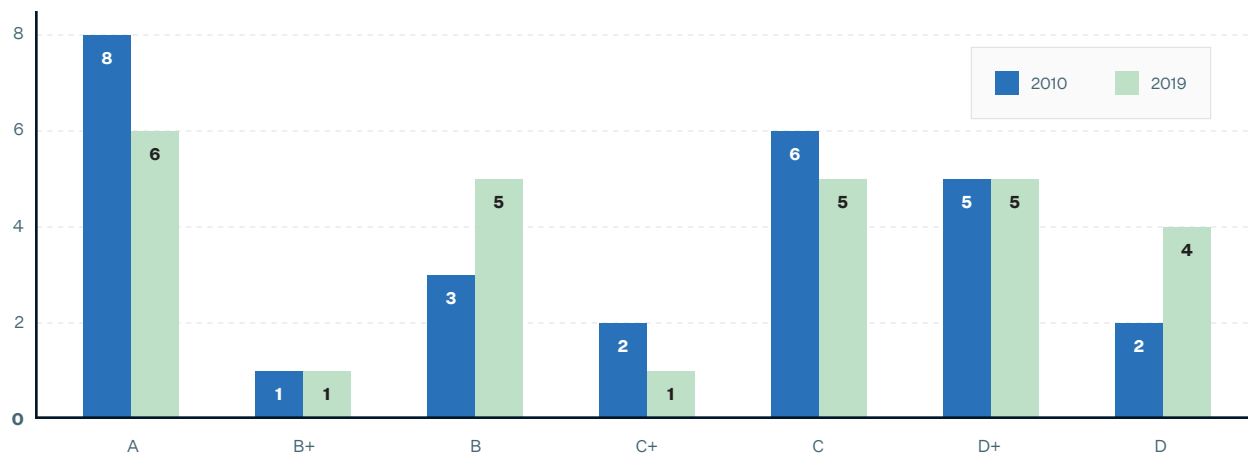
*If applicable, highlight performance changes since the previous assessment. Present graph, such as Figure 2.2 and 2.3 below that present score changes between the two assessments. Based on the graphs, discuss some of the highlights of the changes in performance.*

*Note, where both the current and previous assessment apply the PEFA 2016 framework, the chart should be based on the 2016 framework. However, where the previous assessment applied a previous version of the framework, the comparison should be based on the earlier version of the framework.*

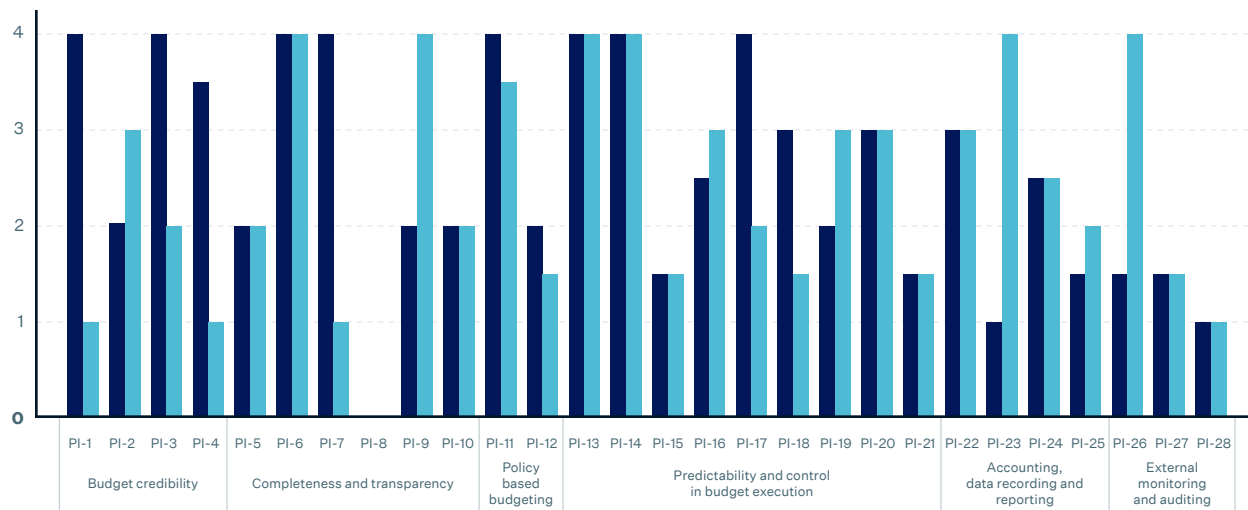
*Separate guidance is provided for previous assessments that used a different version of PEFA (see the Guidance on reporting performance changes in PEFA 2016 from previous assessments that applied PEFA 2005 or PEFA 2011 on [pefa.org](http://pefa.org)).*

*In the case of a repeat assessment, the report should include an annex with a table that compares and briefly explains changes in performance between the current and previous PEFA, applying the framework of the previous PEFA (be that PEFA 2016, PEFA 2011, or PEFA 2005). There are two alternative templates to use for this annex, one for repeat assessments where the previous PEFA applied an earlier version of the framework (2011 or 2005) and another which is for use where both the previous and current PEFA apply PEFA 2016.*

**FIGURE 2.2.** Comparison of the distribution of indicator scores between the assessment in [insert year] and the assessment in [insert year] using the [insert year] framework (example only)



**FIGURE 2.3.** Comparison with the previous assessment in [insert year] using the 2016 framework (example only)



## 2.4 Progress in Government PFM reform program

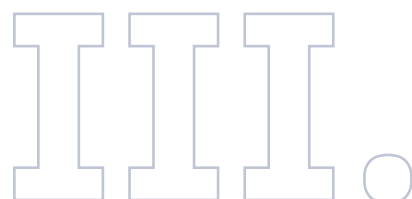
Describe the government’s approach to PFM reform and highlight key initiatives and progress.

## 2.5 Summary of performance indicators

Include the following summary table and heat map as presented in the example below and based on the color code of the scoring Table 2.1. A color key is also included in the graphs under pillars.

**TABLE 2.1.** Summary of performance indicators (example only – insert scores and adjust colors to match score)

PFM PERFORMANCE INDICATOR		SCORING METHOD	DIMENSION RATINGS				OVERALL RATING
			i	ii	iii	iv	
<b>Pillar One: Budget reliability</b>							
PI-1	Aggregate expenditure outturn	M1	D				D
PI-2	Expenditure composition outturn	M1	D	C	A		D+
PI-3	Revenue outturn	M2	D	D			D
<b>Pillar Two: Transparency of public finances</b>							
PI-4	Budget classification	M1	C				C
PI-5	Budget documentation	M1	B				B
PI-6	Central government operations outside financial reports	M2	B	B	B		B
PI-7	Transfers to subnational governments	M2	D	D			D
PI-8	Performance information for service delivery	M2	A	C	A	B	B+
PI-9	Public access to fiscal information	M1	D				D
<b>Pillar Three: Management of Assets and Liabilities</b>							
PI-10	Fiscal risk reporting	M2	B	NA	B		B
PI-11	Public investment management	M2	C	A	D	B	B+
PI-12	Public asset management	M2	C	C	B		B+
PI-13	Debt management	M2	B	D	D		D+
<b>Pillar Four: Policy-based fiscal strategy and budgeting</b>							
PI-14	Macroeconomic and fiscal forecasting	M2	D	B	D		D+
PI-15	Fiscal strategy	M2	D	A	C		C+
PI-16	Medium-term perspective in expenditure budgeting	M2	B	A	C	D	B+
PI-17	Budget preparation process	M2	C	A	A		B
PI-18	Parliamentary scrutiny of budgets	M1	B	D	A	A	D+
<b>Pillar Five: Predictability and control in budget execution</b>							
PI-19	Revenue administration	M2	A	B	C	D	B+
PI-20	Accounting for revenue	M1	A	A	D		D+
PI-21	Predictability of in-year resource allocation	M2	D	A	A	A	B+
PI-22	Expenditure arrears	M1	D*	D			D
PI-23	Payroll controls	M1	D	A	A	D	D+
PI-24	Procurement management	M2	D	D	C	A	C
PI-25	Internal controls on non-salary expenditure	M2	C	C	A		B
PI-26	Internal audit	M1	D	C	D	C	D+
<b>Pillar Six: Accounting and reporting</b>							
PI-27	Financial data integrity	M2	D	A	A	B	B
PI-28	In-year budget reports	M1	D	A	C		D+
PI-29	Annual financial reports	M1	B	A	C		B+
<b>Pillar Seven: External scrutiny and audit</b>							
PI-30	External audit	M1	D	B	C	B	D+
PI-31	Parliamentary scrutiny of audit reports	M2	D	D	D	D	D



# ANALYSIS OF PFM PERFORMANCE – Pillars, indicators, and dimensions

This section provides an assessment of each of the 31 indicators and 94 dimensions that make up the PEFA framework. Each dimension score is calibrated to reflect a level of PFM practice as set out in the table below. Dimension scores are aggregated using PEFA Framework guidance to arrive at indicator-level scores.

SCORE	LEVEL OF PFM PRACTICE
A	High level of performance that meets good international practices.
B	Sound performance in line with many elements of good international practices.
C	Basic level of performance.
D	Either less than the basic level of performance or insufficient information to score (D*).

*For all graphs, summary tables and heat maps, it is recommended that assessors use the same color-code from the scoring table above to highlight performance.*

*Assessors are also strongly recommended to use the PEFA Handbook Volume II: PEFA Assessment Field Guide for more detailed measurement guidance.*

*The “Assessment of Performance” table for each indicator should include sufficient narrative for the reader to understand the analysis of evidence by the assessors, in the context of the scoring criteria for each dimension, leading to the assignment of a specific score. The scoring methodology for some dimensions include “and”/” or” elements and it is important that the narrative describe which elements are observed (or not) that justify the score assigned. By necessity, this narrative will repeat, and indeed highlight, aspects of the evidence provided in the tables under each indicator but may also briefly note other evidence and aspects of context*



*which are relevant to readers for their understanding of the performance of the PFM system in relation to each dimension. Nonetheless, it is not necessary for the table to include descriptive information which is superfluous for the scoring of the dimension.*

*The tables under “Evidence to score“, help present evidence to support scoring but does not replace the need for narrative to justify the assessment of performance. Nonetheless, as they are a critical source of data and inform the assessment, the tables should be completed in full (unless abridged due to sampling) and not altered. Additional tables may be added under each indicator.*

*The term “not applicable” and its abbreviation “NA” is to be used in tables where an indicator, dimension, or evidence sought is not applicable to the government system being assessed. When NA is used, an explanation should be included in the narrative.*

*The term “no evidence” and its abbreviation “NE” is to be used in tables where the evidence is applicable and relevant to the country system being assessed but that evidence is not available to the assessment team. In some cases, significant lack of evidence will contribute to a D\* score which signifies insufficient evidence to establish the actual level of performance.*

## **PILLAR ONE: Budget Reliability**

Pillar one includes three indicators which assess whether the government budget is realistic and is implemented as intended. This is measured by comparing actual revenues and expenditures (the immediate results of the PFM system) with the original approved budget.

### *Overall performance*

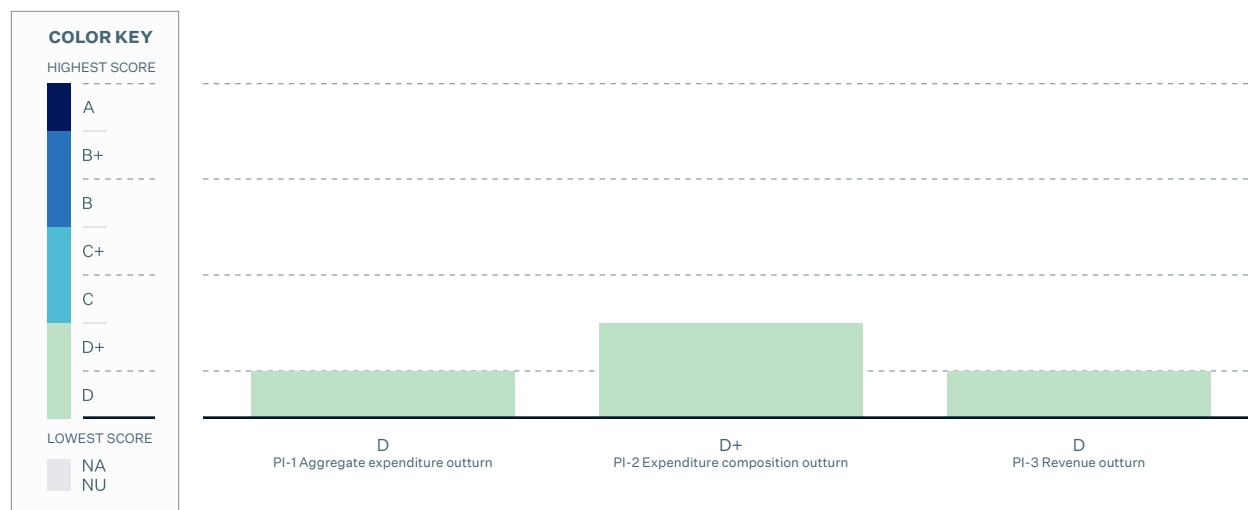
*Describe the overall performance of the three indicators for this pillar. Highlight main strengths and weaknesses, and where relevant, other diagnostic reports and analyses.*

*Discuss inter-relationships with other indicators and pillars. The following table is included to guide assessors in making such analysis. Narrative regarding inter-relationships should be limited to one or two paragraphs and avoid duplication of the respective section in other pillars.*

Indicator/dimension	Pillars						
	I	II	III	IV	V	VI	VII
<b>Pillar I - Budget reliability</b>							
<b>PI-1. Aggregate expenditure outturn</b>							
1.1. Aggregate expenditure outturn	2.1 2.2	6.1		14.2 17.2 18.4	22.1		
<b>PI-2. Expenditure composition outturn</b>							
2.1. Expenditure composition outturn by function	PI-1.1 PI.2.2			16.1			
2.2. Expenditure composition outturn by economic type	1.1 2.1			14.2 16.1			
2.3. Expenditure from contingency reserves							
<b>PI-3. Revenue outturn</b>							
3.1. Aggregate revenue outturn		6.2		14.2	19 20		
3.2. Revenue composition outturn				14.2			

Include a graph summarizing performance within the pillar as per example below.

FIGURE XX. Pillar One: Budget reliability (example)



**Recent and ongoing reform activity**

Summarize recent and ongoing PFM reform activity and its impact on performance and the strengths and weaknesses.

## PI-1 Aggregate expenditure outturn<sup>4</sup>

This indicator measures the extent to which aggregate budget expenditure outturn reflects the amount originally approved, as defined in government budget documentation and fiscal reports. Coverage is BCG for the last three completed fiscal years.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-1: Aggregate expenditure outturn (M1)</b>		
<b>1.1 Aggregate expenditure outturn</b>	<i>Provide narrative explanation of actual performance against the requirements of each dimension/score.</i>	

### Evidence for score

*Provide evidence of scoring requirements met/not met. Annex 7 should present the complete PEFA guidance spreadsheets showing the original budgets approved by the legislative compared with the actual outturns. The excel template for the spreadsheets can be found on the PEFA website [www.pefa.org](http://www.pefa.org) at <https://www.pefa.org/resources/calculation-sheets-pefa-performance-indicators-pi-1-pi-2-and-pi-23-november-2018>*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*Include here any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Consistency should be ensured with total expenditure amounts presented in:*

- *Table Aggregate fiscal data*
- *Table Financial structure of central government – actual expenditure*
- *PI-2.1 excluding contingency items and interests*
- *PI-2.2 excluding contingency items*
- *Any reference to total expenditure amount of budget or actuals for BCG used in the PEFA report, particularly to assess materiality.*

**TABLE 1.1.** Aggregate expenditure outturn (Last three completed fiscal years)

Aggregate expenditure (amount)	FY T-2	FY T-1	FY T
Original approved budget			
Outturn			
<b>Outturn as a percentage of original approved budget (%)</b>			

**Data source:** *Specify details of source/documents, including website addresses.*

4. The calculations for PI-1, PI-2 and PI-3 include development partners' contributions to budget resources (i.e. general budget support and development funds) and expenditures of these funds. However, it excludes 'in-kind' resources paid for by development partners which is included in the budget estimates document but not the annual financial statements or unaudited budget execution reports provided to the assessment team.

## PI-2. Expenditure composition outturn

This indicator measures the extent to which reallocations between the main budget categories during execution have contributed to variance in expenditure composition. Coverage is BCG for the last three completed fiscal years.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-2. Expenditure composition outturn (M1)</b>		
<b>2.1 Expenditure composition outturn by function</b>	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
<b>2.2 Expenditure composition outturn by economic type</b>		
<b>2.3 Expenditure from contingency reserves</b>		

### Evidence for score

*Provide evidence of scoring requirements met/not met.*

*The methodology for calculating this dimension is provided in a spreadsheet on the PEFA website [www.pefa.org](http://www.pefa.org) at <https://www.pefa.org/resources/calculation-sheets-pefa-performance-indicators-pi-1-pi-2-and-pi-23-november-2018> Calculations for the indicator must be included in the assessment report as an Annex. A template is provided in Annex -7: Calculation sheet templates for PI-1, PI-2 and PI-3.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*Include here any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Consistency should be ensured with total expenditure amounts presented in:*

- *Table Aggregate fiscal data*
- *Table Financial structure of central government – actual expenditure*
- *PI-1.1 except for contingency items and interests*
- *PI-2.2 except for contingency items*
- *Any reference to total expenditure amount of budget or actuals for BCG used in the PEFA report, particularly to assess materiality.*

**TABLE 2.1, 2.2 AND 2.3.** Expenditure composition outturn compared to original approved budget and expenditure from contingency reserves (last three completed fiscal years)

	FY T-2 (%)	FY T-1 (%)	FY-T (%)
Program, administrative or functional classification – <i>edit as appropriate</i>			
Economic classification			
Actual expenditure charged to a contingency vote			

**Data source:** *Specify details of source/documents, including website addresses.*

### PI-3. Revenue outturn

This indicator measures the change in revenue between the original approved budget and end-of-year outturn. Coverage is BCG for the last three completed fiscal years.

#### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-3. Revenue outturn (M2)</b>		
<b>3.1 Aggregate revenue outturn</b>	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
<b>3.2 Revenue composition outturn</b>		

#### Evidence for score

*Provide evidence of scoring requirements met/not met.*

*The methodology for calculating this dimension is provided in a spreadsheet on the PEFA website [www.pefa.org](http://www.pefa.org) at <https://www.pefa.org/resources/calculation-sheets-pefa-performance-indicators-pi-1-pi-2-and-pi-23-november-2018>. Calculations for the indicator must be included in the assessment report as an Annex. A template is provided in Annex 7: Calculation sheet templates for PI-1, PI-2 and PI-3. The Calculation Sheet for dimensions PI-3.1 and PI-3.2 can be filled in as described below.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*Include here any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Consistency should be ensured with total expenditure amounts presented in:*

- *Table Aggregate fiscal data*
- *Table Financial structure of central government – actual expenditure*
- *PI-1.1 except for contingency items and interests*
- *PI-2.2 except for contingency items*
- *Any reference to total expenditure amount of budget or actuals for BCG used in the PEFA report, particularly to assess materiality.*

**TABLE 3.1 AND 3.2.** Aggregate outturn and composition of revenue

Total revenue (amount)	FY T-2	FY T-1	FY-T
Original approved budget			
Outturn			
<b>Outturn as a percentage of the original approved budget (%)</b>			
<b>Composition Variance (%)</b>			

Data source: *Specify details of source/documents, including website addresses.*

## PILLAR TWO: Transparency of Public Finances

Pillar two includes six indicators which assess whether information on public financial management is comprehensive, consistent and accessible to users. This is achieved through comprehensive budget classification, transparency of all government revenue and expenditure including intergovernmental transfers, published information on service delivery performance and ready access to fiscal and budget documentation.

### Overall performance

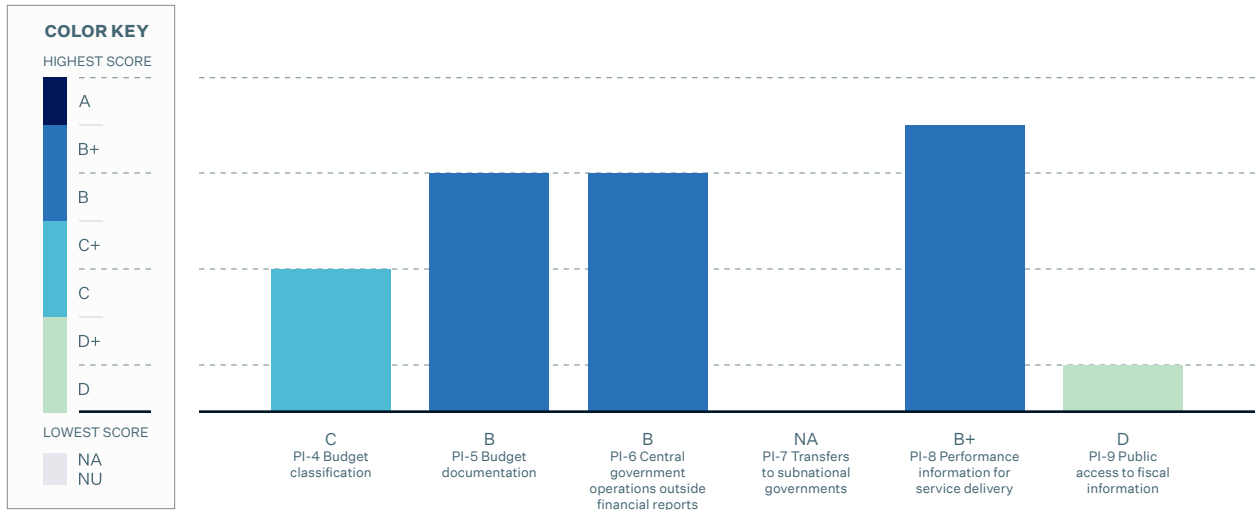
Describe the overall performance of the six indicators for this pillar. Highlight main strengths and weaknesses, and where relevant, other diagnostic reports and analyses.

Discuss inter-relationships with other indicators and pillars. The following table is included to guide assessors in making such analysis. Narrative regarding inter-relationships should be limited to one or two paragraphs and avoid duplication of the respective section in other pillars.

Indicator/dimension	Pillars						
	I	II	III	IV	V	VI	VII
<b>Pillar II-Transparency of public finances</b>							
<b>PI-4. Budget classification</b>							
4.1 Budget classification		5 (El.4)		16.1	22.2	28.1 29.1	
<b>PI-5. Budget documentation</b>							
5.1 Budget documentation		9 (El.1) El.4: 4	El.7: 13.1 El. 8: 12.1 El. 9:10.3	El.6: 14.1 El.10:15.1 El.11:16.1			
<b>PI-6. Central government operations outside financial reports</b>							
6.1. Expenditure outside financial reports	1					29	
6.2. Revenue outside financial reports	3.1						
6.3. Financial reports of extra-budgetary units							
<b>PI-7. Transfers to subnational governments</b>							
7.1. System for allocating transfers							
7.2. Timeliness of information on transfers				17.1			
<b>PI-8. Performance information for service delivery</b>							
8.1. Performance plans for service delivery							
8.2. Performance achieved for service delivery							
8.3. Resources received by service delivery units							
8.4. Performance evaluation for service delivery							PI-26 PI-30
<b>PI- 9. Public access to fiscal information</b>							
9.1. Public access to fiscal information		El.1: 5		El.9: 14.1		El.3: 28.2 El.5: 29	El.5: 30 El.7: 30.4

*Include a graph summarizing performance within the pillar as per example below.*

**FIGURE XX.** Pillar Two: Transparency of Public Finances *(example)*



**Recent and ongoing reform activity**

*Summarize recent and ongoing PFM reform activity and its impact on performance and the strengths and weaknesses.*

## PI-4. Budget classification

This indicator assesses the extent to which the government budget and accounts classification is consistent with international standards. Coverage is BCG for the last completed fiscal year.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-4. Budget classification</b>		
<b>4.1 Budget classification</b>	<i>Provide a summary description of performance highlighting the extent to which requirements are met based on evidence. This should include sufficient narrative for the reader to understand the analysis of the assessment team which justifies a particular score. For this indicator, for example, an A or B score could be justified due to the presence of either a functional classification or a program structure which is comparable – the narrative should explain which approach is observed.</i>	

### Evidence for score

Evidence should be provided in the following table, specifying the elements covered in the chart of accounts structure.

Include here any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.

Consistency should be ensured with references to budget classifications presented in:

- *PI-5: Element 4*
- *PI-16.1*
- *PI-28.1*
- *PI-29.1*

**TABLE 4.1.** Budget classification and chart of accounts (Last completed fiscal year)

Element	Classification structure						
	Admin (Y/N)	Economic: Number of digits and GFS compliance (Y/N)			Function (Y/N)	Subfunction/ Program (S/P/N) *	COFOG (or comparable) (Y/N)
		Revenue	Recurrent	Capital			
Chart of accounts							
Budget formulation							
Budget execution							
Reporting							

\* Note: S = Subfunction; P = Program; Y=Yes and N = No

Data source: *Specify details of source/documents, including website addresses.*



## PI-5. Budget documentation

This indicator assesses the comprehensiveness of the information provided in the annual budget documentation, as measured against a specified list of four basic and eight additional elements. Coverage is BCG for the last budget submitted to the legislature.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-5. Budget documentation</b>		
<b>5.1 Budget documentation</b>	<i>Provide a summary description of performance highlighting the extent to which requirements are met based on evidence. This should include sufficient narrative for the reader to understand the analysis of the assessment team which justifies a particular score.</i>	

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score. For this indicator, there are some elements which are “either/or”, the third column should explain which element is observed.*

*Include here any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*Consistency should be ensured with the following elements presented in:*

- *PI-9: Element 1*
- *Element 4: PI-4*
- *Element 6: PI-14.1*
- *Element 7: PI-13.1*
- *Element 8: PI-12.1*
- *Element 9: PI-10.3*
- *Element 10: PI-15.1*
- *Element 11: PI-16.1 (for expenditure)*

**TABLE 5.1.** Budget documentation (Last budget submitted to the legislature)

	<b>Item</b>	<b>Included (Y/N)</b>	<b>Source of evidence and comments</b>
<b>Basic elements</b>			
1	Forecast of the fiscal deficit or surplus or accrual operating result.		
2	Previous year's budget outturn, presented in the same format as the budget proposal.		
3	Current fiscal year's budget presented in the same format as the budget proposal. This can be either the revised budget or the estimated outturn.		
4	Aggregated budget data for both revenue and expenditure according to the main heads of the classifications used, including data for the current and previous year with a detailed breakdown of revenue and expenditure estimates.		
<b>Additional elements</b>			
5	Deficit financing, describing its anticipated composition.		
6	Macroeconomic assumptions, including at least estimates of GDP growth, inflation, interest rates, and the exchange rate.		
7	Debt stock, including details at least for the beginning of the current fiscal year presented in accordance with GFS or other comparable standard.		
8	Financial assets, including details at least for the beginning of the current fiscal year presented in accordance with GFS or other comparable standard.		
9	Summary information of fiscal risks, including contingent liabilities such as guarantees, and contingent obligations embedded in structure financing instruments such as public-private partnership (PPP) contracts, and so on.		
10	Explanation of budget implications of new policy initiatives and major new public investments, with estimates of the budgetary impact of all major revenue policy changes and/or major changes to expenditure programs.		
11	Documentation on the medium-term fiscal forecasts.		
12	Quantification of tax expenditures.		

## PI-6. Central government operations outside financial reports

This indicator measures the extent to which government revenue and expenditure are reported outside central government financial reports. Coverage is CG for the last completed fiscal year.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-6. Central government operations outside financial reports (M2)</b>		
6.1 Expenditure outside financial reports	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
6.2 Revenue outside financial reports		
6.3 Financial Reports of Extrabudgetary Units		

### Evidence for score

Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.

Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.

Completing table 6 will assist assessors to identify extrabudgetary operations and those entities and institutions reporting outside government financial reports. Please indicate whether each element is met Y=Yes, N=No, P=Partially met; and NA=Not applicable.

It is important for assessors to cross check Annex 2 to ensure consistency, noting that the content of Annex 2 may evolve as entities are identified and their status determined during the assessment. Where a complete set of information regarding extra-budgetary operations is impractical to collect, assessors may use a sampling methodology. To ensure materiality, such methodology should ensure that the sample includes at least 5 extra-budgetary operations and should include the two largest (based on available evidence).

**TABLE 6.** Identification of Extrabudgetary Operations (Last completed fiscal year)

Existence of extrabudgetary operations	Within budget documents (Y/N)	Within central government financial reports (Y/N)	Financial reporting to government (Y/N)	Any additional off-budget elements (describe/N)
Budgetary Units				
Extrabudgetary Entities				
Social Security Funds <i>(depending on institutional coverage)</i>				
Development Partners and Donors:				
● Budget support				
● Project funds managed through host country systems				
● Project funds managed by project implementation units outside country systems				

Data source: Specify details of source/documents, including website addresses.

**TABLE 6.1 AND 6.2.** Expenditure and revenue outside financial reports (Last completed fiscal year)

Entity	Type of revenue outside government financial reports (Y/N)	Estimated amount of revenue reported outside government financial reports (Y/N)	Type of expenditure reported outside government financial reports (Y/N)	Estimated amount of expenditure reported outside government financial reports (Y/N)	Evidence and reporting (Y/N)
<b>Budgetary units</b>					
1					
2					
3					
...					
<b>Extrabudgetary units</b>					
1					
2					
3					
...					
<b>Social security funds (depending on institutional coverage)</b>					
1					
2					
3					
...					

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 6.3.** Financial reports of extrabudgetary units (Last completed fiscal year)

Name of extrabudgetary unit	Date annual report received by CG	Content of annual financial report (Y/N):			Expenditure as a percentage of total (or sampled) extrabudgetary unit expenditure (estimated)
		Expenditures and revenues by economic classification	Financial and non-financial assets and liabilities	Guarantees and long-term obligations	
1					
2					
3					
...					

Data source: *Specify details of source/documents, including website addresses.*

**Note to assessors:** Where extrabudgetary units have different fiscal years from the CG, the scoring should be based on respective FYs of the extrabudgetary units, not the CG FY. See Fieldguide 6.3:5.

## PI-7. Transfers to subnational governments

This indicator assesses the transparency and timeliness of transfers from central government to subnational governments with direct financial relationships to it. It considers the basis for transfers from the assessed government and whether subnational governments receive information on their allocations in time to facilitate budget planning. This covers CG and the subnational governments with direct financial relationships with CG for the last completed fiscal year.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-7. Transfers to subnational governments (M2)</b>		
7.1 System for allocating transfers	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
7.2. Timeliness of information on transfers		

### Evidence for score

Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.

Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.

Ensure that tables and/or supporting narrative provides evidence and details of any formulae for the transfers from central government to SNGs (including relevant legislation or determinations) together with evidence of the timing of transfers (such as letters of advice from central government to SNGs).

**TABLE 7.1.** System for allocating transfers (Last completed fiscal year)

Type of transfer	Source of rules	Budget			Actual		
		Amount	% of total	Transparent and rule-based (Y/N)	Amount	% of total	Transparent and rule-based (Y/N)
1							
2							
3							
...							

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 7.2.** Timeliness of information on transfers (Last completed fiscal year)

Type of transfer	Date when advice regarding transfers is received by SNGs	Source of evidence - date of advice on transfers	Date of budget submission to SNG legislature
1			
2			
3			
...			

Data source: *Specify details of source/documents, including website addresses.*

## PI-8. Performance information for service delivery

This indicator examines the service delivery performance information in the executive's budget proposal or its supporting documentation and in year-end reports. It determines whether performance audits or evaluations are carried out. It also assesses the extent to which information on resources received by service delivery units is collected and recorded. Coverage is CG for all four dimensions and for PI-8.1, performance indicators and planned outputs and outcomes for the next fiscal year; for PI-8.2, outputs and outcomes of the last completed fiscal year; and for PI-8.3 and 8.4, last three completed fiscal years.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-8. Performance information for service delivery (M2)</b>		
8.1. Performance plans for service delivery	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
8.2. Performance achieved for service delivery		
8.3. Resources received by service delivery units		
8.4. Performance evaluation for service delivery		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*For calibration and assessment of materiality, table 8 is to be included which sets out the list of ministries and service delivery programs in accordance with clarifications 8:7 and 8:8 (see Volume II, page 60). Assessors should note that the data in Table 8 should be from the last approved budget. Assessors should check (and comment accordingly) that there has been no material change in the relative size of ministries and service delivery programs since the last approved budget (for which the time period for such budget is not the "next fiscal year") – such as may occur if, within the intervening period, there is a change in administrative arrangements, major policy changes or significant economic disruption.*

*Where a complete set of information regarding the performance management of all central government entities (including EBUs) is impractical to collect, assessors may use a sampling methodology. To ensure materiality, such methodology should ensure that the sample should be representative and include at least the two largest service delivery ministries (based on available evidence).*

**TABLE 8.** Service delivery agencies

Name of service delivery ministry or other unit as appropriate	Budget		
	Total (amount)	Service delivery (amount)	Percentage of service delivery (%)
1			
2			
3			
...			

**Data source:** *Specify details of source/documents. Insert website address where relevant.*

**TABLE 8.1.** Performance plans of the largest service delivery agencies (next fiscal year)

Name of service delivery ministry or other unit as appropriate	Program objectives specified (Y/N)	Key performance indicator (Y/N)	Planned performance	
			Planned outputs (Y/N)	Planned outcomes (Y/N)
1				
2				
3				
...				

Data source: *Specify details of source/documents. Insert website address where relevant.*

**TABLE 8.2.** Performance reporting of the largest service delivery agencies (Last completed fiscal year)

Name of service delivery agency ministry or other unit as appropriate	Data on actual outputs produced (Y/N)	Data on actual outcomes achieved (Y/N)	Information on activities undertaken (if no outputs or outcomes) (Y/N)
1			
2			
3			
...			

*Same as table 8.1*

Data source: *Specify details of source/documents. Insert website address where relevant.*

**TABLE 8.3.** Resources received by service delivery units (Last three completed fiscal years)

Ministry or other unit as appropriate	Annual estimates by service delivery unit (Y/N)	Actual resources received by service delivery unit (Y/N)	Annual report prepared (Y/N)
1			
2			
3			
...			

Data source: *Specify details of source/documents. Insert website address where relevant.*

**TABLE 8.4.** Performance evaluation for service delivery (Last three completed fiscal years)

Ministry or other unit as appropriate	Percentage of service delivery ministries or units (Y/N)	Program or service evaluated within last 3 years (Y/N)	Type of evaluation	Independent (Y/N)	Efficiency assessed (Y/N)	Effectiveness assessed (Y/N)
1						
2						
3						
...						

Data source: *Specify details of source/documents, including website addresses.*

## PI-9. Public access to fiscal information

This indicator assesses the comprehensiveness of fiscal information available to the public based on nine specified elements (five basic and four additional elements) of information to which public access is considered critical. Coverage is BCG for the last completed fiscal year.

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-9. Public access to fiscal information</b>		
9.1. Public access to fiscal information	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

**TABLE 9.1.** Budget documentation (Last completed fiscal year)

	Element/Requirement	Criteria met (Y/N)	Within timeframe (Y/N)	Explanation (including specification of the actual timeframe)	Source of evidence
<b>Basic elements</b>					
1	<b>Annual executive budget proposal documentation.</b> A complete set of executive budget proposal documents (as presented by the country in PI-5) is available to the public within one week of the executive's submission of them to the legislature.				
2	<b>Enacted budget.</b> The annual budget law approved by the legislature is publicized within two weeks of passage of the law.				
3	<b>In-year budget execution reports.</b> The reports are routinely made available to the public within one month of their issuance, as assessed in PI- 28.				
4	<b>Annual budget execution report.</b> The report is made available to the public within six months of the fiscal year's end.				
5	<b>Audited annual financial report,</b> incorporating or accompanied by the external auditor's report, as assessed in PI-29 and PI-30. The reports are made available to the public within twelve months of the fiscal year's end.				



**TABLE 9.1.** Budget documentation (Last completed fiscal year) (continued)

Element/Requirement	Criteria met (Y/N)	Within timeframe (Y/N)	Explanation (including specification of the actual timeframe)	Source of evidence
<b>Additional elements</b>				
6	<b>Prebudget statement.</b> The broad parameters for the executive budget proposal regarding expenditure, planned revenue, and debt is made available to the public at least four months before the start of the fiscal year.			
7	<b>Other external audit reports.</b> All nonconfidential reports on central government consolidated operations are made available to the public within six months of submission.			
8	<b>Summary of the budget proposal.</b> A clear, simple summary of the executive budget proposal or the enacted budget accessible to the nonbudget experts, often referred to as a “citizens’ budget,” and where appropriate translated into the most commonly spoken local language, is publicly available within two weeks of the executive budget proposal’s submission to the legislature and within one month of the budget’s approval.			
9	<b>Macroeconomic forecasts.</b> The forecasts, as assessed in PI-14.1, are available within one week of their endorsement.			

## PILLAR THREE: Management of Assets and Liabilities

Pillar three includes four indicators which assess the effectiveness of the government's management of assets and liabilities and the extent to which this ensures that public investments provide value for money, assets are recorded and managed, fiscal risks are identified, and debts and guarantees are prudently planned, approved, and monitored.

### Overall performance

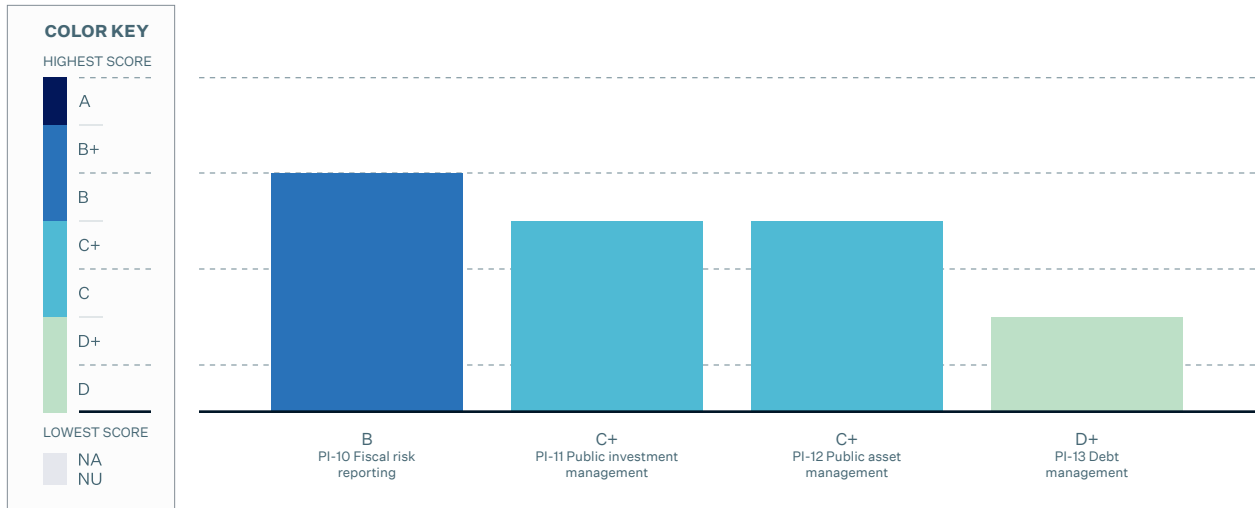
Describe the overall performance of the four indicators for this pillar.

Discuss inter-relationships with other indicators and pillars. The following table is included to guide assessors in making such analysis. Narrative regarding inter-relationships should be limited to one or two paragraphs and avoid duplication of the respective section in other pillars.

Indicator/dimension	Pillars						
	I	II	III	IV	V	VI	VII
<b>Pillar III-Management of assets and liabilities</b>							
<b>PI-10. Fiscal risk reporting</b>							
10.1. Monitoring of public corporations			12.1				
10.2. Monitoring of subnational government							
10.3. Contingent liabilities and other fiscal risks		5 (El.9)					
<b>PI- 11. Public investment management</b>							
11.1. Economic analysis of investment proposals							
11.2. Investment project selection							
11.3. Investment project costing							
11.4. Investment project monitoring							
<b>PI-12. Public asset management</b>							
12.1. Financial asset monitoring		5 (El.8)	10.1			29.1	
12.2. Nonfinancial asset monitoring						29.1	
12.3. Transparency of asset disposal							
<b>PI-13. Debt management</b>							
13.1. Recording and reporting of debt and guarantees		5 (El.7)					
13.2. Approval of debt and guarantees							
13.3. Debt management strategy							

*Include a graph summarizing performance within the pillar as per example below.*

**FIGURE XX.** PILLAR THREE: Management of Assets and Liabilities (*example*)



**Recent and ongoing reform activity**

*Summarize recent and ongoing PFM reform activity and its impact on performance and the strengths and weaknesses.*

## PI-10. Fiscal risk reporting

This indicator measures the extent to which fiscal risks to central government are reported, including risks associated with subnational governments, public corporations, and contingent liabilities from the central government's own programs and activities, including extra-budgetary units. For the last completed fiscal year, this indicator covers CG-controlled public corporations for PI-10.1, subnational government entities that have direct fiscal relations with CG for PI-10.2, and CG for PI-10.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-10: Fiscal risk reporting (M2)</b>		
10.1. Monitoring of public corporations	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
10.2. Monitoring of subnational governments		
10.3. Contingent liabilities and other fiscal risks		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*Where a complete set of information regarding the reporting of all public corporations is impractical to collect, assessors may use a sampling methodology. To ensure materiality, such methodology should ensure that the sample includes at least 5 major public corporations and should include the two largest (based on available evidence).*

**TABLE 10.1.** Monitoring of public corporations (Last completed fiscal year)

Public corporations	Total expenditure (Amount)	Percentage of all (or sample) public corporations	Date of publication of audited financial report	Date financial report submitted to government	Financial report includes revenue, expenditure, assets, liabilities and long-term obligations (Y/N)	Consolidated report published annually (Y/N)
1						
2						
3						
...						
<b>Total</b>						

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 10.2.** Monitoring of subnational governments (Last completed fiscal year)

Subnational government	Total expenditure	Percentage of all (or sample of) SNGs	Date of publication of audited financial report	Date financial report submitted to government	Consolidated report published annually (Y/N)
1					
2					
3					
...					
<b>Total</b>					

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 10.3.** Contingent liabilities and fiscal risk (Last completed fiscal year)

Coverage	Loan guarantees (Central Government)	State insurance scheme	PPPs	Included in financial report (Y/N)	Date published	Consolidated report (Y/N)
	(Quantify or "NE" if no evidence)					
Budgetary Units						
Extrabudgetary Units						

Data source: *Specify details of source/documents. Insert website address where relevant.*

*Include any relevant remarks on the extent of any qualitative assessment of implicit contingent liabilities.*

## PI-11. Public investment management

This indicator assesses the economic appraisal, selection, costing, and monitoring of public investment projects by the government. It also assesses the extent to which the government publishes information on the progress of the project, with an emphasis on the largest and most significant projects. Coverage is CG for the last completed fiscal year.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-11 Public investment management (M2)</b>		
11.1 Economic analysis of investment proposals	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
11.2 Investment project selection		
11.3 Investment project costing		
11.4 Investment project monitoring		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*The evidence for score should cover only major investment projects. For definition of “major” investment projects, please see the PEFA Handbook Volume II: PEFA Assessment Field Guide.*

*Where a complete set of information regarding major investment projects is impractical to collect, assessors may use a sampling methodology. To ensure materiality, such sample must include at least 5 major investment projects and should include the two largest (based on available evidence).*

*For calibration and assessment of materiality, table 11 is to be included which sets out the list of major projects and their relative value. A major investment project is any project where the total investment cost is greater than 1% of total annual BCG expenditure and the project is among the largest 10 projects (by total investment cost) for each of the 5 largest central government units, measured by the unit's investment project expenditure.*

**TABLE 11.** Major investment proposals (Last completed fiscal year)

Major investment projects (>1% of BCG expenditure)	Total investment cost of project	As a % of the total cost of all listed projects
1		
2		
3		
...		
<b>Total/Coverage</b>	Sum above	<b>100%</b>

**Data source:** *Specify details of source/documents, including website addresses.*

**Note:** *Major investment project is any project where the total investment cost is greater than 1% of total annual BCG expenditure.*

**TABLE 11.1.** Economic analysis of investment proposals (Last completed fiscal year)

Major investment projects	Completed (Y/N)	Consistent with national guidelines (Y/N)	Published (Y/N)	Reviewing entity	Is reviewing entity the sponsoring entity (Y/N)
1					
2					
3					
...					

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 11.2.** Investment project selection (Last completed fiscal year)

Major investment projects	Prioritized by central entity (Y/N)	Consistent with standard selection criteria (Y/N)
<i>Same as Table 11.1</i>		

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 11.3.** Investment project costing (Last completed fiscal year)

Major investment projects	Life cycle cost in budget documents (Y/N)	Capital cost breakdown in budget documents (Annual/ multi-year/N)	Recurrent costs included in budget documents (Annual/ multi-year/N)
<i>Same as Table 11.1</i>			

Data source: *Specify details of source/documents. Insert website address where relevant.*

**TABLE 11.4.** Investment project monitoring (Last completed fiscal year)

Major investment project	Total cost (Y/N)	Physical progress (Y/N)	Standard rules and procedures exist (Y/N)	High level of compliance with procedures (Y/N)	Information on total cost and physical progress published annually (Y/N)
<i>Same as Table 11.1</i>					

Data source: *Specify details of source/documents. Insert website address where relevant.*

## PI-12. Public asset management

This indicator assesses the management and monitoring of government assets and the transparency of asset disposal. For the last completed fiscal year, coverage is CG for PI-12.1, BCG for PI-12.2, and both CG and BCG for PI-12.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-12. Public asset management (M2)</b>		
12.1. Financial asset monitoring	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
12.2. Nonfinancial asset monitoring		
12.3. Transparency of asset disposal		

### Evidence for score

Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.

Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.

Any divergence from guidance or issues with data availability and reliability should be disclosed.

**TABLE 12.1.** Financial asset monitoring (Last completed fiscal year)

Asset Type	Record of holdings of financial assets maintained (Y/N)	Acquisition cost recorded (Y/N)	Fair value recognized (Y/N)	In line with international accounting standards (Y/N)	Information on performance published annually (Y/N)
1					
2					
3					
...					

Data source: *Specify details of source/documents. Insert website address where relevant.*

**TABLE 12.2.** Non-financial asset monitoring (Last completed fiscal year)

Register of fixed assets (Y/N)	Information on usage and age (Y/N/Partial)	Register of land assets (Y/N)	Register of subsoil assets (if applicable) (Y/N/NA)	Information on performance published annually (Y/N)

Data source: *Specify details of source/documents, including website addresses.*



**TABLE 12.3.** Transparency of asset disposal (Last completed fiscal year)

<b>Procedures for non-financial asset transfer or disposal established (Y/N)</b>	<b>Procedures for financial asset transfer or disposal established (Y/N)</b>	<b>Information included in budget documents, financial reports or other reports (Full/Partial)</b>	<b>Information on asset transfer and disposal submitted to legislature (Y/N)</b>

Data source: *Specify details of source/documents, including website addresses.*

## PI-13. Debt management

This indicator assesses the management of domestic and foreign debt and guarantees. It seeks to identify whether satisfactory management practices, records, and controls are in place to ensure efficient and effective arrangements. Coverage is CG for all three dimensions - at time of assessment for PI-13.1, for last completed fiscal year for PI-13.2, and at time of assessment with reference to the last three completed fiscal years for PI-13.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-13. Debt management (M2)</b>		
13.1. Recording and reporting of debt and guarantees	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
13.2. Approval of debt and guarantees		
13.3. Debt management strategy		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 13.1.** Recording and reporting of debt and guarantees (At time of assessment)

Type of liability	Records are maintained, complete and accurate (Y/N)	Frequency of update of records (M/Q/A)	Frequency of reconciliation M=Monthly Q=Quarterly A=Annually N=Not done (Add whether All; Most; Some; Few)	Statistical reports (covering debt service, stock and operations prepared) (M/Q/A/N)	Gaps in reconciliation are documented (Y/N)
Domestic debt					
Foreign debt					
Guarantees					

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 13.2.** Approval of debt and guarantees (Last completed fiscal year)

Primary legislation exists (Y/N; Name of Act)	Documented policies and guidance (complete both columns below but note they are alternatives)		Debt management responsibility (for each column below: Y/N; Name and location of unit)		Annual borrowing approved by government or legislature (Y/N, specify last date of approval)
	Guidance to single debt management entity (Y/N)	Guidance to multiple entities (Y/N, Name of regulation/ policy)	Authorization of debt granted to single responsible entity	Transactions reported to and monitored only by single responsible entity	

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 13.3.** Debt management strategy (at time of assessment with reference to last 3 completed fiscal years)

Debt management strategy has been prepared (Y/N)	Date of most recent update	Time horizon (No. of years)	Targets included in debt strategy				Annual report on debt strategy submitted to legislature (Y/N, Date)
			Interest rates (Y/N)	Refinancing (Y/N)	Foreign currency risk (Y/N)	Evolution of risk indicators only (Y/N)	

Data source: *Specify details of source/documents, including website addresses.*

## PILLAR FOUR: Policy Based Fiscal Strategy and Budgeting

This pillar includes five indicators which assess whether the government's fiscal strategy and the budget are prepared with due regard to government fiscal policies, strategic plans, and adequate macroeconomic and fiscal projections. The indicators also examine the orderliness of the budget preparation process and the legislative scrutiny of budget proposal.

### Overall performance

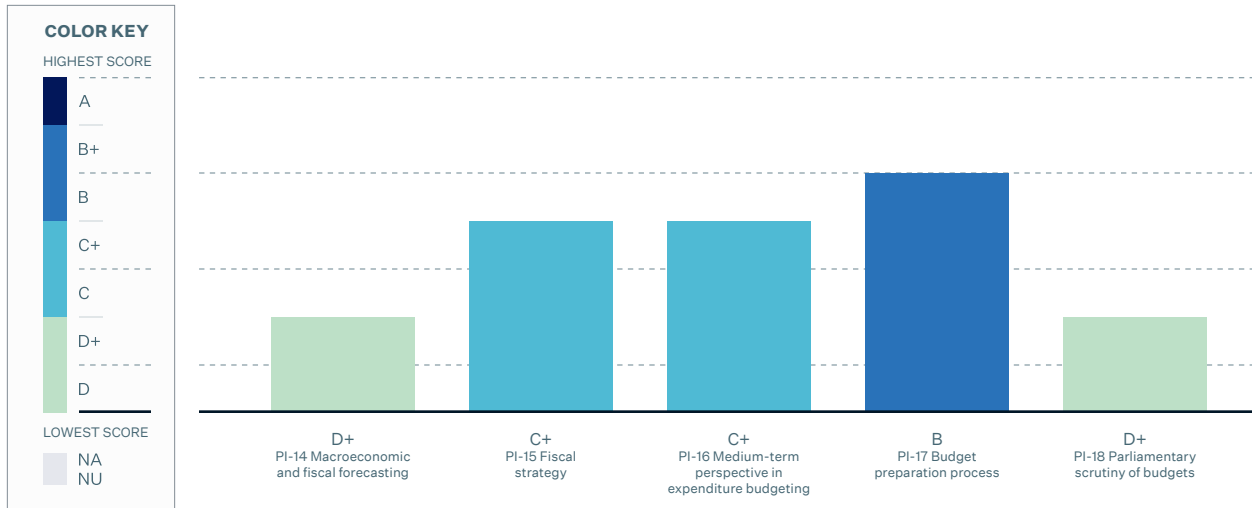
Describe the overall performance of the five indicators for this pillar.

Discuss inter-relationships with other indicators and pillars. The following table is included to guide assessors in making such analysis. Narrative regarding inter-relationships should be limited to one or two paragraphs and avoid duplication of the respective section in other pillars.

Indicator/dimension	Pillars						
	I	II	III	IV	V	VI	VII
<b>Pillar IV-Policy-based fiscal strategy and budgeting</b>							
<b>PI-14. Macroeconomic and fiscal forecasting</b>							
14.1. Macroeconomic forecasts		5 (El.6) 9 (El.9)					
14.2. Fiscal forecasts	1 3.1 3.2			16.4			
14.3. Macro-fiscal sensitivity analysis							
<b>PI-15. Fiscal strategy</b>							
15.1. Fiscal impact of policy proposals		5 (El.10)					
15.2. Fiscal strategy adoption							
15.3. Reporting on fiscal outcomes							
<b>PI-16. Medium-term perspective in expenditure budgeting</b>							
16.1. Medium-term expenditure estimates	2.1 2.2	4 9 (El.11)					
16.2. Medium-term expenditure ceilings							
16.3. Alignment of strategic plans and medium-term budgets							
16.4. Consistency of budgets with previous year's estimates				14.2			
<b>PI-17. Budget preparation process</b>							
17.1. Budget calendar		7.2					
17.2. Guidance on budget preparation	1.1						
17.3. Budget submission to the legislature							
<b>PI-18. Legislative scrutiny of budgets</b>							
18.1. Scope of budget scrutiny							
18.2. Legislative procedures for budget scrutiny							
18.3. Timing of budget approval							
18.4. Rules for budget adjustments by the executive	1.1				21.4		

*Include a graph summarizing performance within the pillar as per example below.*

**FIGURE XX.** PILLAR FOUR: Policy Based Fiscal Strategy and Budgeting (*example*)



**Recent and ongoing reform activity**

*Summarize recent and ongoing PFM reform activity and its impact on performance and the strengths and weaknesses.*

## PI-14. Macroeconomic and fiscal forecasting

This indicator measures the ability of a country to develop robust macroeconomic and fiscal forecasts, which are crucial to developing a sustainable fiscal strategy and ensuring greater predictability of budget allocations. It also assesses the government's capacity to estimate the fiscal impact of potential changes in economic circumstances. For the last three completed fiscal years, coverage is whole economy for PI-14.1 and CG for PI-14.2 and 14.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-14. Macroeconomic and fiscal forecasting (M2)</b>		
14.1. Macroeconomic forecasts	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
14.2. Fiscal forecasts		
14.3. Macro-fiscal sensitivity analysis		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 14.1.** Macroeconomic forecasts (Last three completed fiscal years)

Indicator	Budget document year	Years covered by forecasts			Underlying assumptions provided (Y/N)	Frequency of update 1= once a year 2=more than once a year N=Not updated	Submitted to legislature 1 = budget year only 3 = budget year plus two following fiscal years N = Not submitted
		Budget	Forward year 1	Forward year 2			
<b>GDP growth</b>	FY T FY T-1 FY T-2						
<b>Inflation</b>	FY T FY T-1 FY T-2						
<b>Interest rates</b>	FY T FY T-1 FY T-2						
<b>Exchange rate</b>	FY T FY T-1 FY T-2						

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 14.2.** Fiscal forecasts (Last three completed fiscal years)

Indicator	Budget document year	Years covered by forecasts			Underlying assumptions provided (Y/N)	Explanation of the main differences included (Y/N)	Submitted to legislature 1 = budget year only 3 = budget year plus two following fiscal years N = Not submitted
		Budget	Forward year 1	Forward year 2			
Revenue by type	FY T FY T-1 FY T-2						
Aggregate revenue	FY T FY T-1 FY T-2						
Aggregate expenditure	FY T FY T-1 FY T-2						
Budget balance	FY T FY T-1 FY T-2						

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 14.3.** Macrofiscal sensitivity analysis

Type of macrofiscal sensitivity analysis (none/qualitative only/quantitative scenario analysis)	Analysis published (None, discussion in budget docs, quantified scenarios)

Data source: *Specify details of source/documents, including website addresses.*

## PI-15. Fiscal strategy

This indicator provides an analysis of the capacity to develop and implement a clear fiscal strategy. It also measures the ability to develop and assess the fiscal impact of revenue and expenditure policy proposals that support the achievement of the government's fiscal goals. Coverage is CG for the last three completed fiscal years for PI-15.1 and the last completed fiscal year for PI-15.2 and 15.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-15. Fiscal strategy (M2)</b>		
15.1. Fiscal impact of policy proposals	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
15.2. Fiscal strategy adoption		
15.3. Reporting on fiscal outcomes		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 15.1.** Fiscal impact of policy proposals (Last three completed fiscal years)

Estimates of fiscal impact done for ALL proposed policy changes (Y/N/Partial)	Budget year (Y/N)	Two following fiscal years (Y/N)	Submitted to legislature (Y/N)

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 15.2.** Fiscal strategy adoption (Last completed fiscal year)

Fiscal strategy prepared (Y/N)	Submitted to legislature (Y/N, Date)	Published (Y/N, Date)	Internal use only (Y/N)	Includes quantitative information (Y/N)			Includes qualitative objectives (Y/N) – Specify in the narrative
				Time based goals and targets	Or objectives only		
					Budget	Forward Years	

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 15.3.** Reporting on fiscal outcomes (Last completed fiscal year)

Progress report completed (Y/N)	Last fiscal year covered	Submitted to legislature (Y/N, Date)	Published with budget (Y/N, Date)	Includes explanation of deviation from target (Y/N)	Includes actions planned to address deviations

Data source: *Specify details of source/documents, including website addresses.*



## PI-16. Medium-term perspective in expenditure budgeting

This indicator examines the extent to which expenditure budgets are developed for the medium term within explicit medium-term budget expenditure ceilings. It also examines the extent to which annual budgets are derived from medium-term estimates and the degree of alignment between medium-term budget estimates and strategic plans. Coverage is BCG for the last budget submitted to the legislature for PI-16.1, 16.2 and 16.3, and last medium-term budget / current medium-term budget for PI-16.4.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-16. Medium-term perspective in expenditure budgeting (M2)</b>		
16.1. Medium-term expenditure estimates	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
16.2. Medium-term expenditure ceilings		
16.3. Alignment of strategic plans and medium-term budgets		
16.4. Consistency of budgets with previous year's estimates		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 16.1.** Medium-term expenditure estimates (Last budget submitted to the legislature)

Classification	Level of disaggregation	Budget year (Y/N)	Two following fiscal years (Y/N)
Administrative			
Economic			
Program/Function			

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 16.2.** Medium-term expenditure ceilings (Last budget submitted to the legislature)

Level	Budget year (Y/N)	Two following fiscal years (Y/N)	Date of approval of ceilings	Date of issuance of first budget circular
Aggregate ceiling				
Ministry Ceiling				

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 16.3.** Alignment of strategic plans and medium-term budgets (at least five largest ministries) (Last budget submitted to the legislature)

Ministry	Budget Allocation	Medium-term strategic plan prepared (Y/N)	MTSP Costed (Y/N)	Expenditure proposals consistent with MTSP (Most, majority, some, none)
1				
2				
3				
...				
<b>Total</b>				

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 16.4.** Consistency of budgets with previous year's estimates (at least five largest ministries) (budget approved by the legislature for the last completed fiscal year)

Ministry	Changes to expenditure estimates (amount)	Explanation of change to previous year's estimates prepared included in budget documents (Y/N)	Reconciled with medium term budget estimates (Y/N)	Reconciled with first year of new budget estimates (Y/N)
1				
2				
3				
...				
<b>Total</b>				

Data source: *Specify details of source/documents, including website addresses.*

## PI-17. Budget preparation process

This indicator measures the effectiveness of participation by relevant stakeholders in the budget preparation process, including political leadership, and whether that participation is orderly and timely. Coverage is BCG for the last budget submitted to the legislature for PI-17.1 and 17.2, and the last three completed fiscal years for 17.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-17. Budget preparation process (M2)</b>		
17.1 Budget calendar	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
17.2 Guidance on budget preparation		
17.3 Budget submission to the legislature		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*If assessors find that coverage of the budget circular is limited (in terms of the period, inclusion of all expenditure types and funding sources), this should be reflected in the percentage calculation (which is based on the size of the expenditure of the respective budgetary unit).*

*If there are multiple budget circulars which require submission of estimates by budgetary units, these should be listed in the table 17.2.*

**TABLE 17.1 AND 17.2.** Budget calendar and budget circular (Last budget submitted to the legislature)

Budget calendar exists (Y/N)	Date of budget circular (s)	Deadline for submission of estimates	Coverage: expenditure – capital & recurrent, for full year (full, partial)	% of budgetary units complying with deadline	Date Cabinet approved ceilings	Budget estimates are reviewed and approved by Cabinet after completion (if ceilings not issued) (Y/N)

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 17.3.** Budget submission to legislature (Last three completed fiscal years)

Fiscal year (last three completed fiscal years)	Date of submission of budget proposal

Data source: *Specify details of source/documents, including website addresses.*

## PI-18. Legislative scrutiny of budgets

This indicator assesses the nature and extent of legislative scrutiny of the annual budget. It considers the extent to which the legislature scrutinizes, debates, and approves the annual budget, including the extent to which the legislature's procedures for scrutiny are well established and adhered to. The indicator also assesses the existence of rules for in-year amendments to the budget without ex ante approval by the legislature. Coverage is BCG for last completed fiscal year for PI-18.1, 18.2 and 18.4, and last three completed fiscal years for PI-18.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-18. Legislative scrutiny of budgets (M1)</b>		
18.1. Scope of budget scrutiny	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
18.2. Legislative procedures for budget scrutiny		
18.3. Timing of budget approval		
18.4. Rules for budget adjustments by the executive		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 18.1.** Scope of budget scrutiny (Last completed fiscal year)

Budget scrutiny by Legislature (Y/N)	Coverage (specify)				
	Fiscal policies (Y/N)	Medium-term fiscal forecasts (Y/N)	Medium-term priorities (Y/N)	Aggregate expenditure and revenue (Y/N)	Details of expenditure and revenue (Y/N)

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 18.2.** Legislative procedures for budget scrutiny (Last completed fiscal year)

Legislative procedures exist (Y/N)	Approved in advance of budget hearings (Y/N)	Procedures are adhered to (Y/N)	Include arrangements for public consultation (Y/N)	Procedures include organizational arrangements (Y/N)

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 18.3.** Timing of budget approval (Last three completed fiscal years)

Fiscal year	Budget for fiscal year	Date of budget approval

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 18.4.** Rules for budget adjustments by the executive (Last completed fiscal year)

Clear rules exist (Y/N)	Rule includes strict limits (extent and value)	Rules limit seeking retroactive approval of appropriations (Y/N)	Actual amount of reallocations in accordance with rules (% of BCG budget)	Extent of adherence to rules (All, most, some)

Data source: *Specify details of source/documents, including website addresses.*

## PILLAR FIVE: Predictability and Control in Budget Execution

This pillar includes eight indicators which assess whether the budget is implemented within a system of effective standards, processes, and internal controls, which ensure that resources are obtained and used as intended.

### Overall performance

Describe the overall performance of the eight indicators for this pillar.

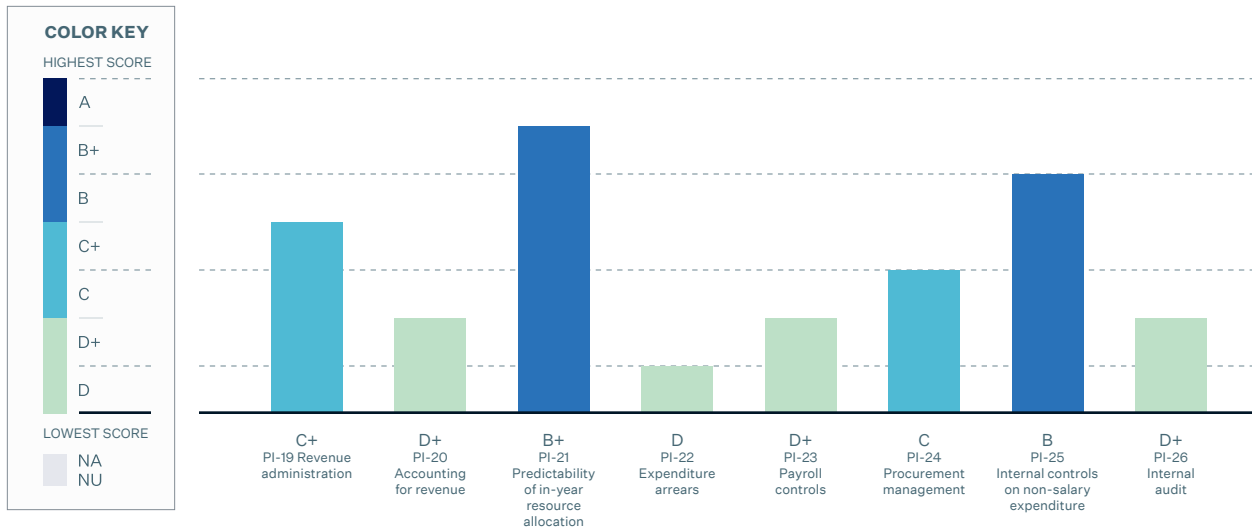
Discuss inter-relationships with other indicators and pillars. The following table is included to guide assessors in making such analysis. Narrative regarding inter-relationships should be limited to one or two paragraphs and avoid duplication of the respective section in other pillars.

Indicator/dimension	Pillars						
	I	II	III	IV	V	VI	VII
<b>Pillar V - Predictability and control in budget execution</b>							
<b>PI-19. Revenue administration</b>	<b>3</b>				<b>20</b> <b>26.1</b>		
19.1. Rights and obligations for revenue measures							
19.2. Revenue risk management							
19.3. Revenue audit and investigation							
19.4. Revenue arrears monitoring							
<b>PI-20. Accounting for revenues</b>	<b>3</b>				<b>19</b> <b>26.1</b>		
20.1. Information on revenue collections							
20.2. Transfer of revenue collections							
20.3. Revenue accounts reconciliation							
<b>PI-21. Predictability of in-year resource allocation</b>							
21.1. Consolidation of cash balances							
21.2. Cash forecasting and monitoring					21.3		
21.3. Information on commitment ceilings					21.2		
21.4. Significance of in-year budget adjustments				18.4			
<b>PI-22. Expenditure arrears</b>							
22.1. Stock of expenditure arrears	1.1				25.2		
22.2. Expenditure arrears monitoring		4.1					
<b>PI-23. Payroll controls</b>							
23.1. Integration of payroll and personnel records							
23.2. Management of payroll changes							
23.3. Internal control of payroll							
23.4. Payroll audit					26.3		
<b>PI-24. Procurement</b>							
24.1. Procurement monitoring							
24.2. Procurement methods							
24.3. Public access to procurement information							
24.4. Procurement complaints management							

Indicator/dimension	Pillars						
	I	II	III	IV	V	VI	VII
<b>PI-25. Internal controls on non-salary expenditure</b>							
25.1. Segregation of duties							
25.2. Effectiveness of expenditure commitment controls					22.1		
25.3. Compliance with payment rules and procedures							
<b>PI-26. Internal audit</b>							
26.1. Coverage of internal audit					19 20		
26.2. Nature of audits and standards applied							
26.3. Implementation of internal audits and reporting					23.4		
26.4. Response to internal audits							

Include a graph summarizing performance within the pillar as per example below.

**FIGURE XX. PILLAR FIVE: Predictability and Control in Budget Execution (example)**



**Recent and ongoing reform activity**

Summarize recent and ongoing PFM reform activity and its impact on performance and the strengths and weaknesses.

## P-19. Revenue Administration

This indicator relates to the entities that administer central government revenues, which may include tax administration, customs administration, and social security contribution administration. It also covers agencies administering revenues from other significant sources such as natural resources extraction. The indicator assesses the procedures used to collect and monitor central government revenues. Coverage is CG at time of assessment for PI-19.1 and 19.2 and for the last completed fiscal year for PI-19.3 and 19.4.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-19. Revenue administration (M2)</b>		
19.1. Rights and obligations for revenue measures	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
19.2. Revenue risk management		
19.3. Revenue audit and investigation		
19.4. Revenue arrears monitoring		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*Narrative for this dimension should explain the nature of the risk management approach and its coverage. This can be included in table 19.1, in narrative under this heading, or briefly in the Assessment of Performance table.*

*For calibration and assessment of materiality, table 19 is to be included which sets out the main revenue types. Assessors should note that the data in Table 19 is “at time of assessment”, yet 19-3 and 19-4 cover last completed fiscal year. Assessors should ensure that there is no material change in the relative portion of revenue collected by agencies from the last year to the time of assessment – such as may occur if, within the intervening period, there is a change in administrative arrangements, major policy changes or significant economic disruption.*

*If there are a large number of entities collecting revenues and the gathering of evidence from all such entities is problematic, sampling may be undertaken. However, sampling should include a minimum of 5 entities and, if more than 5 entities are within the sample, include the 5 largest entities (by value of revenue collected). Even where sampling is utilized, the materiality of the collections of such entities/revenue should be assessed by determining the percentage of such revenue of total revenue collections of all entities (not the total of the sample).*



**TABLE 19.** Collected revenues by entity and category (at time of assessment)

Entity	Category of revenue	Receipts (amount)	% of total revenue
1			
2			
3			
...			
<b>Total</b>			

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 19.1.** Rights and obligations for revenue measures (At time of assessment)

Collecting entity	Information available to taxpayers on revenue rights and obligations				
	Revenue obligations (Y/N)	Redress processes and procedures (Y/N)	Comprehensive (Y/N)	Up to date (Y/N)	Source of information (Specify)
1					
2					
3					
...					

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 19.2.** Revenue risk management

Collecting entity	Approaches for assessing and prioritizing compliance risks		Coverage	
	Comprehensive (Y/N)	Structured and systematic (Y/Partly/N)	Large taxpayers (Y/N)	Medium taxpayers (Y/N)
1				
2				
3				
...				

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 19.3.** Revenue audit and investigation (At time of assessment)

Collecting entity	Audit and fraud investigations undertaken (Y/N)	In accordance with compliance improvement plan (Y/N)	Compliance improvement plan documented (Y/N)	Completion rate of planned audits and investigations		
				Completed	Planned	Completed/Planned (%)
1						
2						
3						
...						

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 19.4.** Revenue arrears (At time of assessment)

Entity	Revenue amounts (\$)	Stock of arrears			
		Amount (\$)	% of annual collection	Age profile (Y/N)	Arrears older than 12 months % of annual collection

Data source: *Specify details of source/documents. Insert website address where relevant.*

## PI-20. Accounting for revenue

This indicator assesses procedures for recording and reporting revenue collections, consolidating revenues collected, and reconciling tax revenue accounts. It covers both tax and nontax revenues collected by the central government. Coverage is CG at time of assessment.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-20. Accounting for revenue (M1)</b>		
20.1. Information on revenue collections	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
20.2. Transfer of revenue collections		
20.3. Revenue accounts reconciliation		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 20.1 AND 20.2.** Information on revenue collections and transfers (At time of assessment)

Entity	Revenue and % of Total CG Revenue	Data collected by a Central Agency			Revenue collections deposited	
		At least monthly (Y/N)	Revenue type (Y/N)	Consolidated report (Y/N)	Frequency (daily, weekly, fortnightly)	To accounts controlled by the Treasury of MoF Account
1						
2						
3						
...						

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 20.3.** Revenue accounts reconciliation (At time of assessment)

Collecting entity	Revenue and % of Total CG Revenue	Frequency of reconciliation (month, quarter, semi-annual, annual)	Timeline of reconciliation (2 months, 8 weeks, 4 weeks)	Type of reconciled data (Y/N)			
				Assessments	Collections	Arrears	Transfers to Treasury
1							
2							
3							
...							

Data source: *Specify details of source/documents, including website addresses.*

## PI-21. Predictability of in-year resource allocation

This indicator assesses the extent to which the central Ministry of Finance is able to forecast cash commitments and requirements and to provide reliable information on the availability of funds to budgetary units for service delivery. Coverage is BCG at time of assessment for PI-21.1 and last completed fiscal year for PI-21.2, 21.3 and 21.4.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-21. Predictability of in-year resource allocation (M2)</b>		
21.1. Consolidation of cash balances	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
21.2. Cash forecasting and monitoring		
21.3. Information on commitment ceilings		
21.4. Significance of in-year budget adjustments		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 21.1.** Consolidation of bank and cash balances (At time of assessment)

Extent of consolidation (All, Most, < Most)	Frequency of consolidation (D, W, M)

Note: D= Daily, W=Weekly, M= Monthly

Data source: *Specify details of source/documents. Insert website address where relevant.*

**TABLE 21.2.** Cash flow forecasts (Last completed fiscal year)

Cash flow forecast (Y/N)	Frequency of update (D/M/Q/A)	Period of projection (D/M/Q/A)	Update based on actual cash flows (Y/N)

Note: D = Daily, M = Monthly, Q = Quarterly, A = Annually

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 21.3.** Information on commitment ceilings

Information on commitment ceilings		
It is reliable (Y/N)	Frequency of release of commitment ceilings (M/Q/S/A)	In accordance with appropriations and cash/ commitment releases (Y/N)

Note: M = Monthly, Q = Quarterly, S = Semiannually, A = Annually

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 21.4.** Significance of in-year budget adjustments (Last completed fiscal year)

Frequency (describe)	% of BCG expenditure	Transparency (partial, fairly, fully)	Documented procedures (Y/N)	Rules for adjustments	
				Defined rules (Y/N)	Compliance with rules (Y/N)

Data source: *Specify details of source/documents, including website addresses.*

## PI-22. Expenditure arrears

This indicator measures the extent to which there is a stock of arrears, and the extent to which a systemic problem in this regard is being addressed and brought under control. Coverage is BCG for the last completed fiscal year for PI-22.1 and at time of assessment for PI-22.2.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-22. Expenditure arrears (M1)</b>		
22.1. Stock of expenditure arrears	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
22.2. Expenditure arrears monitoring		

### Evidence for score

Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score. Assessors may add additional lines to table 22-2 for different categories related to analysis of arrears (for example payment arrears vs debt service arrears).

Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.

Any divergence from guidance or issues with data availability and reliability should be disclosed.

**TABLE 22.1.** Stock of expenditure arrears (Last three completed fiscal years)

Stock of arrears		
Year	\$	As % of BCG expenditure

Data source: *Specify details of source/documents. Insert website address where relevant.*

**TABLE 22.2.** Monitoring of expenditure arrears (At time of assessment)

Stock and composition (Y/N/NA)	Age profile (Y/N/NA)	Frequency of reports (M/Q/A)	Time required to generate data (4 weeks, 8 weeks, more than 8 weeks)

Note: M = Monthly, Q = Quarterly, A = Annually

Data source: *Specify details of source/documents. Insert website address where relevant.*

## PI-23. Payroll controls

This indicator is concerned with the payroll for public servants only: how it is managed, how changes are handled, and how consistency with personnel records management is achieved. Wages for casual labour and discretionary allowances that do not form part of the payroll system are included in the assessment of non-salary internal controls, PI-25. Coverage is CG at time of assessment for PI-23.1, 23.2 and 23.3 and last three completed fiscal years for PI-23.4.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-23. Payroll controls (M1)</b>		
23.1. Integration of payroll and personnel records	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
23.2. Management of payroll changes		
23.3. Internal control of payroll		
23.4. Payroll audit		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*Assessors are reminded that PI-23 covers the entire central government, with the field guide suggesting that “every important payroll” should be assessed. Therefore, the evidence provided needs to have regard to materiality of divergent arrangements and as also suggested by the field guide, sampling may be appropriate where procedures are not standardized and/or payroll is decentralized.*

**TABLE 23.1.** Integration of payroll and personnel records (at time of assessment)

Function	Y/N	By whom	Frequency (if applicable)	Divergence in practice across CG (or sample)
Staff hiring and promotion checked against approved staff list				
Reconciliation of payroll and personnel database				
Documentation maintained for payroll changes				
Payroll checked and reviewed for variances from last payroll				
Updates to personnel records and payroll				
Updates includes validation with approved staff list				
Audit trail of internal controls				
Payroll audits in last three years. Define coverage.				

**Data source:** *Specify details of source/documents. Insert website address where relevant.*

## PI-24. Procurement

This indicator examines key aspects of procurement management. It focuses on transparency of arrangements, emphasis on open and competitive procedures, monitoring of procurement results, and access to appeal and redress arrangements. Coverage is CG for the last completed fiscal year.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-24. Procurement (M2)</b>		
24.1. Procurement monitoring	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
24.2. Procurement methods		
24.3. Public access to procurement information		
24.4. Procurement complaints management		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 24.1.** Procurement monitoring (Last completed fiscal year)

Procurement method (Specify method in second column)	Coverage (from Table 24.2)	Databases or records are maintained (Y/N)			Data is accurate and complete	
		What has been procured	Value	Vendor	Third party assurance (Y/N, specify)	Sample (Y/N, specify)
With competition/ Above threshold						
Without competition/ Below threshold						

**Data source:** *Specify details of source/documents, including website addresses.*

**TABLE 24.2.** Procurement method (Last completed fiscal year)

Procurement method (Specify method in second column)	Amount	Coverage (% of total)
With competition/ Above threshold		
<b>Subtotal 1 / Coverage 1</b>		
Without competition/ Below threshold		
<b>Subtotal 2 / Coverage 2</b>		
<b>Total value of contracts / Coverage</b>		100%

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 24.3.** Public access to procurement information (Last completed fiscal year)

Key procurement information to be made available to the public comprises:

Element/ Requirements	Met (Y/N)	Evidence used/Comments
(1) legal and regulatory framework for procurement		
(2) government procurement plans		
(3) bidding opportunities		
(4) contract awards (purpose, contractor and value)		
(5) data on resolution of procurement complaints		
(6) annual procurement statistics		

**TABLE 24.4.** Procurement complaint management (Last completed fiscal year)

Complaints are reviewed by a body that:

Element/ Requirements	Met (Y/N)	Evidence used/Comments
(1) is not involved in any capacity in procurement transactions or in the process leading to contract award decisions		
(2) does not charge fees that prohibit access by concerned parties		
(3) follows processes for submission and resolution of complaints that are clearly defined and publicly available		
(4) exercises the authority to suspend the procurement process		
(5) issues decisions within the timeframe specified in the rules/regulations		
(6) issues decisions that are binding on every party (without precluding subsequent access to an external higher authority)		



## PI-25. Internal controls on non-salary expenditure

This indicator measures the effectiveness of general internal controls for non-salary expenditures. Specific expenditure controls on public service salaries are considered in PI-23. Coverage is CG at time of assessment.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-25. Internal controls on non-salary expenditure (M2)</b>		
25.1. Segregation of duties	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
25.2. Effectiveness of expenditure commitment controls		
25.3. Compliance with payment rules and procedures		

### Evidence for score

Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.

Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.

Any divergence from guidance or issues with data availability and reliability should be disclosed.

**TABLE 25.1. AND 25.2.** Segregation of duties and commitment controls (At time of assessment)

Segregation of duties		Commitment controls		
Prescribed throughout the process (Y/N)	Responsibilities C= Clearly laid down M= Clearly laid down for most key steps N= More precise definition needed	In place (Y/N)	Limited to cash availability A= All expenditure M= Most expenditure P= Partial coverage	Limited to approved budget allocations A= All expenditure M= Most expenditure P= Partial coverage

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 25.3.** Compliance with payment rules and procedures (At time of assessment)

Payments compliant with procedures A= All expenditure M= Most expenditure Maj.= Majority	Exceptions are properly authorized and justified A= All expenditure M= Most expenditure Maj.= Majority

Data source: *Specify details of source/documents, including website addresses.*

## PI-26. Internal audit

This indicator assesses the standards and procedures applied in internal audit. Coverage is CG at time of assessment for PI-26.1 and 26.2, for the last completed fiscal year for PI-26.3, and the audit reports that should have been issued in the last three fiscal years for PI-26.4.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-26. Internal audit (M1)</b>		
26.1. Coverage of internal audit	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
26.2. Nature of audits and standards applied		
26.3. Implementation of internal audits and reporting		
26.4. Response to internal audits		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*In decentralized systems, or where complete information is not available, a sampling approach should be applied for PI 26.1, 26.2 and 26.3, using the 5 major budgetary units or institutional units as measured by gross expenditure in the last completed fiscal year. The approach taken to sampling should be documented here.*

*In countries with decentralized internal audit function, a sample of (at a minimum) the five largest entities in terms of budgeted expenditures and revenues may be agreed with the government.*

**TABLE 26.1.** Coverage of internal audit (At time of assessment)

Ministry (or Department or Agency)	Operational internal audit function (Y/N)	Internal Audit unit in charge (specify)	Budgeted expenditure		Budgeted revenue	
			Amount	% of total	Amount	% of total
1						
2						
3						
...						

**Data source:** *Specify details of source/documents. Insert website address where relevant.*

**TABLE 26.2.** Nature of audits and standards applied (At time of assessment)

Primary focus (Compliance / adequacy and effectiveness of internal control)	Quality assurance process (Y/N)	Professional standards (Y/N)	Risk based approach (Y/N)

Data source: *Specify details of source/documents. Insert website address where relevant.*

**TABLE 26.3.** Implementation of internal audits and reporting (Last completed fiscal year)

Ministry (or Department or Agency)	Expenditure in last completed fiscal year (amount)	Existence of an annual program (Y/N)	Completed audits as share of programmed audits (%)	Audit report completed and distributed to appropriate parties (Y/N)
1				
2				
3				
...				

Data source: *Specify details of source/documents, including website addresses.*

**Note to assessors:** *The total share of completion should be weighted by value of expenditures.*

**TABLE 26.4.** Response to internal audits (Reports issued within last three fiscal years)

Ministry (or Department or Agency)	Expenditure in last completed fiscal year (amount)	Expenditure in last completed fiscal year (%)	Extent of management response to audit recommendations			Management response within 12 months (Y/N)
			Full response (Y/N)	Partial (Y/N)	None (Y/N)	
1						
2						
3						
...						
<b>Total</b>		100%				

Data source: *Specify details of source/documents, including website addresses.*

## PILLAR SIX: Accounting and Reporting

This pillar includes three indicators which assess whether accurate and reliable records are maintained, and information is produced and disseminated at appropriate times to meet decision-making, management, and reporting needs.

### Overall performance

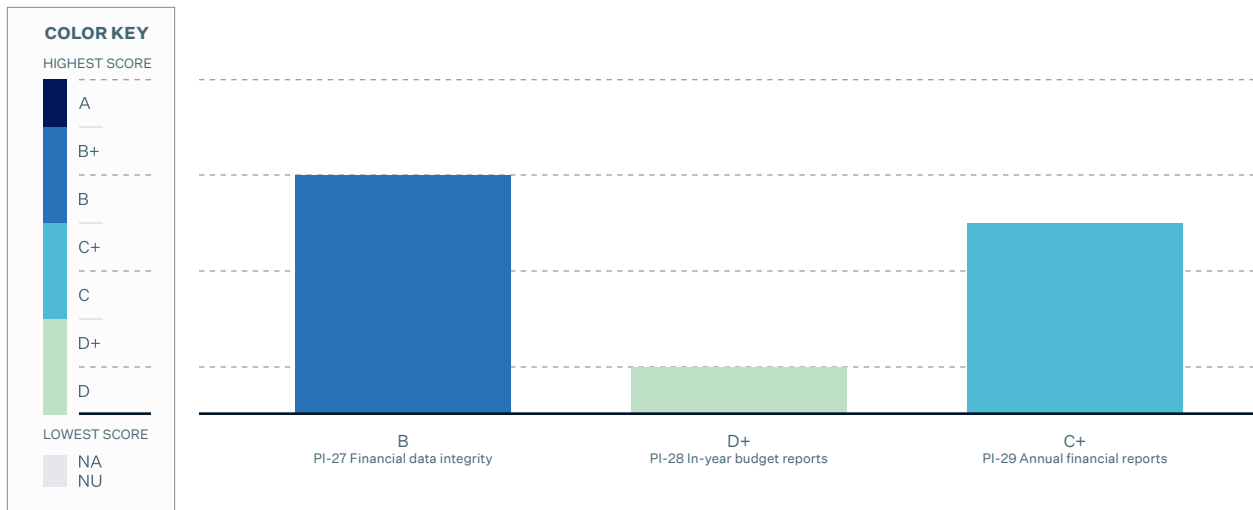
*Describe the overall performance of the three indicators for this pillar.*

*Discuss inter-relationships with other indicators and pillars. The following table is included to guide assessors in making such analysis. Narrative regarding inter-relationships should be limited to one or two paragraphs and avoid duplication of the respective section in other pillars.*

Indicator/dimension	Pillars						
	I	II	III	IV	V	VI	VII
<b>Pillar VI-Accounting and reporting</b>							
<b>PI-27. Financial data integrity</b>							
27.1. Bank account reconciliation							
27.2. Suspense accounts							
27.3. Advance accounts							
27.4. Financial data integrity processes							
<b>PI-28. In-year budget reports</b>							
28.1. Coverage and comparability of reports		4					
28.2. Timing of in-year budget reports		9 (El.3)					
28.3. Accuracy of in-year budget reports							
<b>PI-29. Annual financial reports</b>							
29.1. Completeness of annual financial reports		4	12.1 12.2				30.1 30.2 31.1 31.2
29.2. Submission of the reports for external audit							
29.3. Accounting standards							

*Include a graph summarizing performance within the pillar as per example below.*

**FIGURE XX.** PILLAR SIX: Accounting and Reporting (*example*)



*Recent and ongoing reform activity*

*Summarize recent and ongoing PFM reform activity and its impact on performance and the strengths and weaknesses.*

## PI-27. Financial data integrity

This indicator assesses the extent to which treasury bank accounts, suspense accounts, and advance accounts are regularly reconciled and how the processes in place support the integrity of financial data. Coverage is CG for PI-27.1 and BCG for PI-27.2, 27.3 and 27.4. Time period is at time of assessment for all four dimensions, specifically covering the preceding fiscal year for PI-27.1, 27.2 and 27.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-27. Financial data integrity (M2)</b>		
27.1. Bank account reconciliation	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
27.2. Suspense accounts		
27.3. Advance accounts		
27.4. Financial data integrity processes		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 27.1.** Bank account reconciliation (At time of assessment, covering the preceding fiscal year)

All active accounts (Y/N)	Frequency (W/M/Q)	Within (1/4/8 weeks)	Aggregate and detailed level (Y/N)

**Data source:** *Specify details of source/documents. Insert website address where relevant.*

**Note:** *detail of any sampling.*

**TABLE 27.2. AND 27.3.** Suspense and advance accounts (At time of assessment, covering the preceding fiscal year)

Suspense accounts reconciliation			Advance accounts reconciliation		
Frequency (M/Q/A)	Within 1 month; 2 months; N = > 2	Timeliness of clearance Y= no later than end of fiscal year (unless justified)/N	Frequency (M/Q/A)	Within: 1 month; 2 months; N = > 2	Accounts cleared timely A= All without delay M= Most without delay F= Frequent with delay N= <F

**Data source:** Specify details of source/documents. Insert website address where relevant.

**Note:** detail of any sampling.

**TABLE 27.4.** Financial data integrity (At time of assessment)

Access and changes to records		
Restricted and recorded (Y/N)	Results in audit trail (Y/N)	Financial integrity verified by operational team (Y/N)

**Data source:** Specify details of source/documents, including website addresses.

## PI-28. In-year budget reports

This indicator assesses the comprehensiveness, accuracy and timeliness of information on budget execution. In-year budget reports must be consistent with budget coverage and classifications to allow monitoring of budget performance and, if necessary, timely use of corrective measures. Coverage is BCG for the last completed fiscal year.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-28. In-year budget reports (M1)</b>		
28.1. Coverage and comparability of reports	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
28.2. Timing of in-year budget reports		
28.3. Accuracy of in-year budget reports		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 28.1, 28.2 AND 28.3.** In-year budget reports

Coverage and comparability			Timeliness		Accuracy		
<b>Allows direct comparison to original budget</b> (Y/N)	<b>Level of detail</b> A =All budget items P = Partial aggregation M = Main administrative headings E = Main economic headings	<b>Includes transfers to de-concentrated units</b> (Y/N)	<b>Frequency</b> W/M/Q N=>Q	<b>Within:</b> 2/4/8 weeks N=>8weeks	<b>Material concerns</b> (Y/N)	<b>Half Year/ Yearly Analysis prepared</b> (Y/N)	<b>Payment info</b> E=Expenditure C=Commitments

**Note:** W=Weekly; M=Monthly; Q=Quarterly

**Data source:** *Specify details of source/documents, including website addresses.*



## PI-29. Annual financial reports

This indicator assesses the extent to which annual financial statements are complete, timely, and consistent with generally accepted accounting principles and standards. Coverage is BCG for the last completed fiscal year for PI-29.1, the last annual financial report submitted for audit for PI-29.2, and the last three years' financial reports for PI-29.3.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-29. Annual financial reports (M1)</b>		
29.1. Completeness of annual financial reports	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
29.2. Submission of reports for external audit		
29.3. Accounting standards		

### Evidence for score

Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.

Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.

Any divergence from guidance or issues with data availability and reliability should be disclosed.

**TABLE 29.1 AND 29.2.** Annual financial reports

Content of annual financial reports			Most recent financial report submitted for audit			
Prepared annually (Y/N)	Comparable with approved budget (Y/N)	Operating or cash flow statement (revenue and expenditure) (Y/N)	Balance Sheet C=Cash only FO=Financial assets & liabilities only F=Full	FY of report most recently submitted	Date of submission	Within: (3/6/9 months)

Data source: Specify details of source/documents, including website addresses.

Note for assessors: "basic" information includes revenue, expenditure and cash balances only – excluding a more detailed balance sheet.

**TABLE 29.3.** Accounting standards (Last annual financial report submitted for audit)

Accounting standards applied to all financial reports				
Type of standard I= International C= Country	Consistency M=Most IS applied Mj= Majority IS applied C=Consistent over time only	Disclosure on standards (Y/N)	Disclosure on variations (Y/N)	Gaps explained (Y/N)

Note: IS = International standards

Data source: Specify details of source/documents, including website addresses.

## PILLAR SEVEN: External Scrutiny and Audit

This pillar includes two indicators which assess whether public finances are independently reviewed and there is external follow-up on the implementation of recommendations for improvement by the executive.

### Overall performance

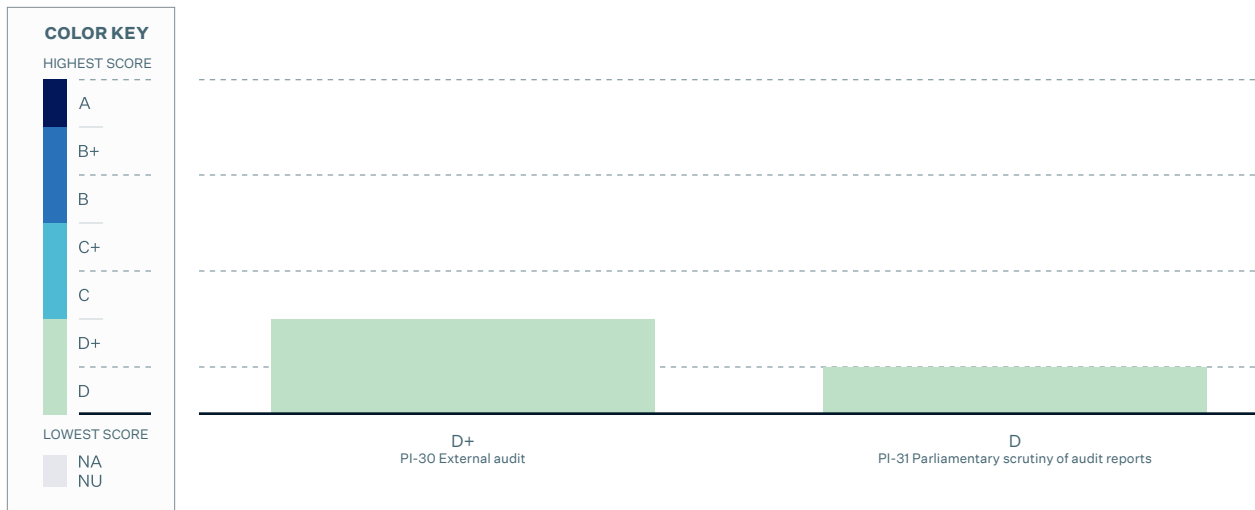
Describe the overall performance of the two indicators for this pillar.

Discuss inter-relationships with other indicators and pillars. The following table is included to guide assessors in making such analysis. Narrative regarding inter-relationships should be limited to one or two paragraphs and avoid duplication of the respective section in other pillars.

Indicator/dimension	Pillars						
	I	II	III	IV	V	VI	VII
<b>Pillar VII-External scrutiny and audit</b>							
<b>PI-30. External audit</b>		9 (EI.5)					
30.1. Audit coverage and standards						29	
30.2. Submission of audit reports to the legislature						29	31.1
30.3. External audit follow up							
30.4. Supreme Audit Institution independence		9 (EI.7)					
<b>PI-31. Legislative scrutiny of audit reports</b>							
31.1. Timing of audit report scrutiny						29 30.2	
31.2. Hearings on audit findings						29 30.2	
31.3. Recommendations on audit by the legislature							
31.4. Transparency of legislative scrutiny of audit reports							

*Include a graph summarizing performance within the pillar as per example below.*

**FIGURE XX.** PILLAR SEVEN: External Scrutiny and Audit *(example)*



**Recent and ongoing reform activity**

*Summarize recent and ongoing PFM reform activity and its impact on performance and the strengths and weaknesses.*

## PI-30. External audit

This indicator examines the characteristics of external audit. Coverage is CG for the last three completed fiscal years for PI-30.1, 30.2, 30.3 and at time of assessment for PI-30.4.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-30. External audit (M1)</b>		
30.1. Audit coverage and standards	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
30.2. Submission of audit reports to the legislature		
30.3. External audit follow up		
30.4. Supreme Audit Institution (SAI) independence		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

*Assessors should note paragraph 30.2:4 of the Field Guide clarifies that PI-30.2 relates to the activity of the SAI during the last 3 completed fiscal years. The financial reports actually received and audited by the SAI during that period may relate to different years (and more/less years) than the last three completed fiscal years (for example, if there were delays and/or a backlog were cleared, etc.). Assessors should list in the first column of this table the fiscal years for which financial reports were received and audited by the SAI during the last three completed fiscal years.*

**TABLE 30.1 AND 30.2.** Audit coverage, standards and submission to legislature (Last three completed fiscal years)

Fiscal Year audited	Date submitted to external audit	Date submitted to legislature	Standards applied ISSAI/ National (consistent)/ National (other)	Issues highlighted M = Material / Systemic / Control or S = Significant

**Data source:** *Specify details of source/documents, including website addresses.*

**TABLE 30.3.** External audit follow up (Last three completed fiscal years)

Features of external audit follow up			
Formal response was made (Y/N)	Formal and comprehensive (Y/N)	Timely (Y/N)	Effective and timely follow up (Y/N)

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 30.4.** SAI Independence – requirements (At time of assessment)

Independence criteria	Criteria met (Y/N)	Comments
Appointment and removal of head of SAI		
Planning audit engagements		
Arrangements for publicizing reports		
Approval of budget		
Execution of budget		
Legal basis for independence		
Unrestricted/timely access to records (Majority / most / all entities)	<i>(Majority / most / all entities)</i>	

Data source: *Specify details of source/documents. Insert website address where relevant.*

## PI-31. Legislative scrutiny of audit reports

This indicator focuses on legislative scrutiny of the audited financial reports of central government, including institutional units, to the extent that either (a) they are required by law to submit audit reports to the legislature or (b) their parent or controlling unit must answer questions and take action on their behalf. Coverage is CG for the last three completed fiscal years.

### Indicator and dimension scores and analysis

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	SCORE
<b>PI-31. Legislative scrutiny of audit reports (M2)</b>		
31.1. Timing of audit report scrutiny	<i>For each dimension provide a summary description of performance highlighting the extent to which requirements are met based on evidence.</i>	
31.2. Hearings on audit findings		
31.3. Recommendations on audit by the legislature		
31.4. Transparency of legislative scrutiny of audit reports		

### Evidence for score

*Complete the following tables which describe the findings from the observed evidence regarding the elements required for each score.*

*Include in this section any supplementary narrative or data which complements the tables below by providing information that is relevant to the assessment of performance but that is not covered in the tables. Assessors should ensure that such narrative is brief and not superfluous to the analysis of performance.*

*Any divergence from guidance or issues with data availability and reliability should be disclosed.*

**TABLE 31.1.** Timing of legislative scrutiny of audit reports (Last three completed fiscal years)

Audited annual financial statements for fiscal year	Date of receipt of audited financial reports	Date of finalization of legislative scrutiny

**Data source:** *Specify details of source/documents. Insert website address where relevant.*

**Note:** *This dimension assesses the activity of the legislature during the last three completed fiscal years. The financial reports do not necessarily cover the last three completed fiscal years.*

**TABLE 31.2. AND 31.3.** Hearings on audit findings and issuance of recommendations (Last three completed fiscal years)

Audited annual financial statements for fiscal year	Hearings on audits reports that received a qualified or adverse opinion or disclaimer (Y/N)	Hearings conducted – entities with qualified audit A = All M = Most F = Few N=None	Legislature issues recommendations (Y/N)	Recommendations followed-up S= Follow-up systematically F= Follow-up N= No follow-up

Data source: *Specify details of source/documents, including website addresses.*

**TABLE 31.4.** Transparency of legislative scrutiny of audit reports (Last three completed fiscal years)

Audited annual financial statements for fiscal year	Committee reports			Public hearings conducted A= All except limited circumstances F= Yes, with a few exceptions
	Published (Y/N – Method)	Provided to the full chamber of legislature (Y/N)	Debated in the full chamber of legislature (Y/N)	

Data source: *Specify details of source/documents, including website addresses.*

**Note:** *This dimension assesses the activity of the legislature during the last three completed fiscal years. The financial reports do not necessarily cover the last three completed fiscal years.*

## Annex 1: Assessment management and quality assurance arrangements

Oversight Team		
Name	Position/Organization	Role
Assessment Team		
Name	Position/Organization	Role
Quality Assurance		
Reviewers:		
Concept Note		
Date submitted for review:		
Date of final CN:		
PEFA Report		
Date submitted for review:		
Date submitted for follow-up:		
Date of final draft:		
Proposed date of publication:		



## Annex 2: Public sector agencies covered by the assessment

<b>Table 2: Structure of the public sector (list)</b>			
<b>Budgetary units (All)</b>	<b>Extrabudgetary units (or those covered by sampling)</b>	<b>Public corporations (or those covered by sampling)</b>	<b>Social Security Funds (if part of public sector but outside of the General Government Sector)</b>

## Annex 3: Evidence for scoring indicators

Indicators (PEFA 2016 framework)	Evidence
1. Aggregate expenditure out-turn	
2. Expenditure composition out-turn	
3. Revenue out-turn	
4. Budget classification	
5. Budget documentation	
6. Central government operations outside financial reports	
7. Transfers to sub-national governments	
8. Performance information for service delivery	
9. Public access to fiscal information	
10. Fiscal risk reporting	
11. Public investment management	
12. Public asset management	
13. Debt management	
14. Macroeconomic and fiscal forecasting	
15. Fiscal strategy	
16. Medium term perspective in expenditure budgeting	
17. Budget preparation process	
18. Legislative scrutiny of budgets	
19. Revenue administration	
20. Accounting for revenue	
21. Predictability of in-year resource allocation	
22. Expenditure arrears	
23. Payroll controls	
24. Procurement management	
25. Internal controls on non-salary expenditure	
26. Internal audit	
27. Financial data integrity	
28. In-year budget reports	
29. Annual financial reports	
30. External audit	
31. Legislative scrutiny of audit reports	

### Annex 4: Sources of data – persons interviewed

Name	Position
<b>Ministry of Finance</b>	
<b>Ministry of Revenue and Customs</b>	
<b>Office of the Auditor General</b>	
<b>Prime Minister's Office</b>	
<b>Line ministries</b>	
<b>Parliament</b>	
<b>Development Partners</b>	
<b>Other institutions (Specify)</b>	

## Annex 5: Observations on internal control

Internal control components and elements	Summary of observations
<b>1. Control environment</b>	
1.1. The personal and professional integrity and ethical values of management and staff, including a supportive attitude toward internal control constantly throughout the organisation	
1.2. Commitment to competence	
1.3. The “tone at the top” (i.e. management’s philosophy and operating style)	
1.4. Organisational structure	
1.5. Human resource policies and practices	
<b>2. Risk assessment</b>	
2.1. Risk identification	
2.2. Risk assessment (significance and likelihood)	e.g. Economic Analysis of Investment Proposals in 11.1 is rated X. Debt Management Strategy in 13.3 is rated X. Macroeconomic sensitivity analysis in 14.3 is rated X. Revenue Risk Management in 19.2 is rated X. Cash Flow Forecasting and Monitoring in 21.2 is rated X.
2.3. Risk evaluation	
2.4. Risk appetite assessment	
2.5. Responses to risk (transfer, tolerance, treatment or termination)	
<b>3. Control activities</b>	
3.1. Authorization and approval procedure	
3.2. Segregation of duties (authorizing, processing, recording, reviewing)	e.g. Segregation of duties is rated X in Dimension 25.1
3.3. Controls over access to resources and records	e.g. Compliance with payment rules and procedures is rated X in Dimension 25.3. Financial data integrity processes are rated X in Dimension 27.4.
3.4. Verifications	e.g. Accuracy of in-year budget reports is rated X in Dimension 28.3. Effectiveness of controls over data used to verify payroll calculation in Dimension 23.3 is rated X.
3.5. Reconciliations	e.g. Revenue accounts are regularly reconciled but do not cover tax arrears leading to score X in Dimension 20.3. Bank account reconciliations in Dimension 27.1 are rated X.
3.6. Reviews of operating performance	
3.7. Reviews of operations, processes and activities	
3.8. Supervision (assigning, reviewing and approving, guidance and training)	
<b>4. Information and communication</b>	
	e.g. Integrity of financial data scored X in Dimension 27.4. The volume of performance information assessed in Dimension 8.2 scored X.

Internal control components and elements	Summary of observations
<b>5. Monitoring</b>	
5.1. Ongoing monitoring	e.g. Resources received by service delivery units in Dimension 8.3 is rated X. Monitoring of public corporations in Dimension 10.1 is rated X. Monitoring of SNGs in Dimension 10.2 is rated X. Contingent liabilities and other fiscal risks in Dimension 10.3 is rated X. Investment project monitoring in Dimension 11.4 is rated X. Quality of central government financial asset monitoring in Dimension 12.1 is rated X. Quality of central government non-financial asset monitoring in Dimension 12.2 is rated X. Revenue arrears monitoring in Dimension 19.4 is rated X. Expenditure arrears monitoring in Dimension 22.2 is rated X. Procurement monitoring in Dimension 24.1 is rated X.
5.2. Evaluations	e.g. Performance evaluation for service delivery in Dimension 8.4 is rated X. Evaluation practices by implementing agencies for Investment project selection in Dimension 11.2 are rated X.
5.3. Management responses	e.g. Response to IA recommendations in Dimension 26.4 is rated X. External audit follow-up in Dimension 30.3 is rated X.

## Annex 6 A: Tracking performance since previous PEFA assessment using PEFA 2005/2011 framework

Indicator/Dimension	Previous Assessment Year	Current Assessment Year	Change	Description of requirements met and progress between 20XX and 20XX using 2005/2011 PEFA methodology
<b>A. PFM OUT-TURNS: CREDIBILITY OF THE BUDGET</b>				
<b>PI-1 Aggregate expenditure out-turn compared to original approved budget</b>				
<b>PI-2 Composition of expenditure out-turn compared to original approved budget</b>				
<b>PI-3 Aggregate revenue out-turn compared to original approved budget</b>				
<b>PI-4 Stock and monitoring of expenditure payment arrears</b>				
(1) Stock of expenditure payment arrears and a recent change in the stock				
(2) Availability of data for monitoring the stock of expenditure payment arrears				
<b>B. COMPREHENSIVENESS AND TRANSPARENCY</b>				
<b>PI-5 Classification of the budget</b>				
<b>PI-6 Comprehensiveness of information included in budget documentation</b>				
<b>PI-7 Extent of unreported government operations</b>				
(1) Level of unreported government operations				
(2) Income/expenditure information on donor-funded projects				
<b>PI-8 Transparency of inter-governmental fiscal relations</b>				
(1) Transparency and objectivity in the horizontal allocation amongst subnational governments				
(2) Timeliness and reliable information to SNGs on their allocations				
(3) Extent of consolidation of fiscal data for general government according to sectoral categories				
<b>PI-9 Oversight of aggregate fiscal risk from other public sector entities</b>				
(1) Extent of central government monitoring of autonomous entities and public enterprises				
(2) Extent of central government monitoring of SNG's fiscal position				
<b>PI-10 Public access to key fiscal information</b>				

Indicator/Dimension	Previous Assessment Year	Current Assessment Year	Change	Description of requirements met and progress between 20XX and 20XX using 2005/2011 PEFA methodology
<b>C. BUDGET CYCLE</b>				
<b>C (1) Policy-Based Budgeting</b>				
<b>PI-11 Orderliness and participation in the annual budget process</b>				
(1) Existence of, and adherence to, a fixed budget calendar				
(2) Guidance on the preparation of budget submissions				
(3) Timely budget approval by the legislature				
<b>PI-12 Multi-year perspective in fiscal planning, expenditure policy and budgeting</b>				
(1) Multi-year fiscal forecasts and functional allocations				
(2) Scope and frequency of debt sustainability analysis				
(3) Existence of costed sector strategies				
(4) Linkages between investment budgets and forward expenditure estimates				
<b>C (2) Predictability and Control in Budget Execution</b>				
<b>PI-13 Transparency of taxpayer obligations and liabilities</b>				
(1) Clarity and comprehensiveness of tax liabilities				
(2) Taxpayer access to information on tax liabilities and administrative procedures				
(3) Existence and functioning of a tax appeal mechanism.				
<b>PI-14 Effectiveness of measures for taxpayer registration and tax assessment</b>				
(1) Controls in the taxpayer registration system				
(2) Effectiveness of penalties for non-compliance with registration and declaration obligations				
(3) Planning and monitoring of tax audit and fraud investigation programs				
<b>PI-15 Effectiveness in collection of tax payments</b>				
(1) Collection ratio for gross tax arrears				
(2) Effectiveness of transfer of tax collections to the Treasury by the revenue administration				
(3) Frequency of complete accounts reconciliation between tax assessments, collections, arrears records, and receipts by the Treasury				

Indicator/Dimension	Previous Assessment Year	Current Assessment Year	Change	Description of requirements met and progress between 20XX and 20XX using 2005/2011 PEFA methodology
<b>PI-16 Predictability in the availability of funds for commitment of expenditures</b>				
(1) Extent to which cash flows are forecasted and monitored				
(2) Reliability and horizon of periodic in-year information to MDAs on ceilings for expenditure				
(3) Frequency and transparency of adjustments to budget allocations above the level of management of MDAs				
<b>PI-17 Recording and management of cash balances, debt and guarantees</b>				
(1) Quality of debt data recording and reporting				
(2) Extent of consolidation of the government's cash balances				
(3) Systems for contracting loans and issuance of guarantees				
<b>PI-18 Effectiveness of payroll controls</b>				
(1) Degree of integration and reconciliation between personnel records and payroll data				
(2) Timeliness of changes to personnel records and the payroll				
(3) Internal controls of changes to personnel records and the payroll				
(4) Existence of payroll audits to identify control weaknesses and/or ghost workers				
<b>PI-19 Competition, value for money and controls in procurement</b>				
(1) Evidence on the use of open competition for awards of contracts that exceed the nationally established monetary threshold or small contracts (percentage of the number of contract awards that are above the threshold)				
(2) Extent of justification for use of less competitive procurement methods				
(3) Existence and operation of a procurement complaints mechanism				
<b>PI-20 Effectiveness of internal controls for non-salary expenditure</b>				
(1) Effectiveness of expenditure commitment controls				
(2) Comprehensiveness, relevance and understanding of other internal control rules/procedures				
(3) Degree of compliance with rules for processing and recording transactions				
<b>PI-21 Effectiveness of internal audit</b>				
(1) Coverage and quality of the internal audit function				
(2) Frequency and distribution of reports				
(3) Extent of management response to internal audit findings				



Indicator/Dimension	Previous Assessment Year	Current Assessment Year	Change	Description of requirements met and progress between 20XX and 20XX using 2005/2011 PEFA methodology
<b>C (3) Accounting, Recording and Reporting</b>				
<b>PI-22 Timeliness and regularity of accounts reconciliation</b>				
(1) Regularity of bank reconciliation				
(2) Regularity and clearance of suspense accounts and advances				
<b>PI-23 Availability of information on resources received by service delivery units</b>				
<b>PI-24 Quality and timeliness of in-year budget reports</b>				
(1) Scope of reports in terms of coverage and compatibility with budget estimates				
(2) Timeliness of the issue of reports				
(3) Quality of information				
<b>PI-25 Quality and timeliness of annual financial statements</b>				
(1) Completeness of the financial statements				
(2) Timeliness of submissions of the financial statements				
(3) Accounting standards used				
<b>C (4) External Scrutiny and Audit</b>				
<b>PI-26 Scope, nature and follow-up of external audit</b>				
(1) Scope/nature of audit performed (including adherence to auditing standards)				
(2) Timeliness of submission of audit reports to the legislature				
(3) Evidence of follow up on audit recommendations				
<b>PI-27 Legislative scrutiny of the annual budget law</b>				
(1) Scope of the legislature scrutiny				
(2) Extent to which the legislature's procedures are well established and respected				
(3) Adequacy of time for the legislature to provide a response to budget proposals both the detailed estimates and, where applicable, for proposals on macro-fiscal aggregates earlier in the budget preparation cycle (time allowed in practice for all stages combined)				
(4) Rules for in-year amendments to the budget without ex-ante approval by the legislature				
<b>PI-28 Legislative scrutiny of external audit reports</b>				
(1) Timeliness of examination of audit reports by the legislature				
(2) Extent of hearing on key findings undertaken by the legislature				
(3) Issuance of recommended actions by the legislature and implementation by the executive				

## Annex 6 B: Tracking performance since previous PEFA assessment using PEFA 2016 framework

COUNTRY NAME:		Current assessment	Previous assessment (applying PEFA 2016 framework)	
Pillar	Indicator/Dimension	Score	Score	Explanation of change (including comparability issues)
Budget Reliability	<b>PI-1</b>	<b>Aggregate expenditure out-turn</b>		
	<b>PI-2</b>	<b>Expenditure composition outturn</b>		
		(1) Expenditure composition outturn by function		
		(2) Expenditure composition outturn by economic type		
		(3) Expenditure from contingency reserves		
	<b>PI-3</b>	<b>Revenue outturn</b>		
	(1) Aggregate revenue outturn			
	(2) Revenue composition outturn			
Transparency of Public Finances	<b>PI-4</b>	<b>Budget Classification</b>		
	<b>PI-5</b>	<b>Budget Documentation</b>		
	<b>PI-6</b>	<b>Central government operations outside financial reports</b>		
		(1) Expenditure outside financial reports		
		(2) Revenue outside financial reports		
		(3) Financial reports of extra-budgetary units		
	<b>PI-7</b>	<b>Transfers to subnational governments</b>		
		(1) System for allocating transfers		
		(2) Timeliness of information on transfers		
	<b>PI-8</b>	<b>Performance information for service delivery</b>		
	(1) Performance plans for service delivery			
	(2) Performance achieved for service delivery			
	(3) Resources received by service delivery units			
	(4) Performance evaluation for service delivery			
<b>PI-9</b>	<b>Public access to information</b>			
Management of assets and liabilities	<b>PI-10</b>	<b>Fiscal risk reporting</b>		
		(1) Monitoring of public corporations		
		(2) Monitoring of subnational government (SNG)		
		(3) Contingent liabilities and other fiscal risks		
	<b>PI-11</b>	<b>Public investment management</b>		
		(1) Economic analysis of investment proposals		
		(2) Investment project selection		
		(3) Investment project costing		
		(4) Investment project monitoring		
	<b>PI-12</b>	<b>Public asset management</b>		
		(1) Financial asset monitoring		
		(2) Nonfinancial asset monitoring		
		(3) Transparency of asset disposal		
<b>PI-13</b>	<b>Debt management</b>			
	(1) Recording and reporting of debt and guarantees			
	(2) Approval of debt and guarantees			
	(3) Debt management strategy			

COUNTRY NAME:		Current assessment	Previous assessment (applying PEFA 2016 framework)	
Pillar	Indicator/Dimension	Score	Score	Explanation of change (including comparability issues)
Policy-based fiscal strategy and budgeting	<b>PI-14</b>	<b>Macroeconomic and fiscal forecasting</b>		
		(1) Macroeconomic forecasts		
		(2) Fiscal forecasts		
		(3) Macro-fiscal sensitivity analysis		
	<b>PI-15</b>	<b>Fiscal strategy</b>		
		(1) Fiscal impact of policy proposals		
		(2) Fiscal strategy adoption		
		(3) Reporting on fiscal outcomes		
	<b>PI-16</b>	<b>Medium-term perspective in expenditure budgeting</b>		
		(1) Medium-term expenditure estimates		
		(2) Medium-term expenditure ceilings		
		(3) Alignment of strategic plans and medium-term budgets		
		(4) Consistency of budgets with previous year estimates		
	<b>PI-17</b>	<b>Budget preparation process</b>		
		(1) Budget calendar		
		(2) Guidance on budget preparation		
		(3) Budget submission to the legislature		
	<b>PI-18</b>	<b>Legislative scrutiny of budgets</b>		
	(1) Scope of budget scrutiny			
	(2) Legislative procedures for budget scrutiny			
	(3) Timing of budget approval			
	(4) Rules for budget adjustments by the executive			
Predictability and control in budget execution	<b>PI-19</b>	<b>Revenue administration</b>		
		(1) Rights and obligations for revenue measures		
		(2) Revenue risk management		
		(3) Revenue audit and investigation		
		(4) Revenue arrears monitoring		
	<b>PI-20</b>	<b>Accounting for revenues</b>		
		(1) Information on revenue collections		
		(2) Transfer of revenue collections		
		(3) Revenue accounts reconciliation		
	<b>PI-21</b>	<b>Predictability of in-year resource allocation</b>		
		(1) Consolidation of cash balances		
		(2) Cash forecasting and monitoring		
		(3) Information on commitment ceilings		
		(4) Significance of in-year budget adjustments		
	<b>PI-22</b>	<b>Expenditure arrears</b>		
		(1) Stock of expenditure arrears		
	(2) Expenditure arrears monitoring			
<b>PI-23</b>	<b>Payroll controls</b>			
	(1) Integration of payroll and personnel records			
	(2) Management of payroll changes			
	(3) Internal control of payroll			
	(4) Payroll audit			

COUNTRY NAME:		Current assessment	Previous assessment (applying PEFA 2016 framework)	
Pillar	Indicator/Dimension		Score	Explanation of change (including comparability issues)
Predictability and control in budget execution	<b>PI-24</b>	<b>Procurement</b>		
		(1) Procurement monitoring		
		(2) Procurement methods		
		(3) Public access to procurement information		
		(4) Procurement complaints management		
	<b>PI-25</b>	<b>Internal controls on non-salary expenditure</b>		
		(1) Segregation of duties		
		(2) Effectiveness of expenditure commitment controls		
		(3) Compliance with payment rules and procedures		
	<b>PI-26</b>	<b>Internal audit effectiveness</b>		
		(1) Coverage of internal audit		
		(2) Nature of audits and standards applied		
		(3) Implementation of internal audits and reporting		
	(4) Response to internal audits			
Accounting and Reporting	<b>PI-27</b>	<b>Financial data integrity</b>		
		(1) Bank account reconciliation		
		(2) Suspense accounts		
		(3) Advance accounts		
		(4) Financial data integrity processes		
	<b>PI-28</b>	<b>In-year budget reports</b>		
		(1) Coverage and comparability of reports		
		(2) Timing of in-year budget reports		
		(3) Accuracy of in-year budget reports		
	<b>PI-29</b>	<b>Annual financial reports</b>		
	(1) Completeness of annual financial reports			
	(2) Submission of reports for external audit			
	(3) Accounting standards			
External scrutiny and audit	<b>PI-30</b>	<b>External audit</b>		
		(1) Audit coverage and standards		
		(2) Submission of audit reports to the legislature		
		(3) External audit follow up		
		(4) Supreme Audit Institution (SAI) independence		
	<b>PI-31</b>	<b>Legislative scrutiny of audit reports</b>		
		(1) Timing of audit report scrutiny		
		(2) Hearings on audit findings		
	(3) Recommendations on audit by the legislature			
	(4) Transparency of legislative scrutiny of audit reports			

## **Annex 7: Calculation of budget outturns for PI-1, PI-2 and PI-3**

## PEFA 2016 METHODOLOGY

## PEFA 2005/2011 METHODOLOGY (if applicable)



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