



USAID'S LEADERSHIP IN PUBLIC FINANCIAL MANAGEMENT

Final Report

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Leadership in Public Financial Management

Final Report

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List of Acronyms and Abbreviations

Acronym	Definition
ADS	Automated Directives System
AIDS	Acquired Immunodeficiency Syndrome
CAMERWA	Centrale d'Achats des Medicament Essentiels du Rwanda
CBA	Cost Benefit Analysis
CEA	Cost Effectiveness Analysis
CFO	Chief Financial Officer
CRI	Cambridge Research International
DCID	Duke University Center for International Development
DRC	Domestic Resource Cost
DRG	Center of Excellence on Democracy, Human Rights and Governance
E3	Bureau for Economic Growth, Education and Environment
EG	Economic Growth
EGAT	Bureau for Economic Growth, Agriculture and Trade
FCI	Financial Crisis Initiative
FtF	Feed the Future
FY	Fiscal Year
G2G	Government to Government
GMCSPP	Governance Management Capacity Strengthening Plan in Zambia
GOR	Government of Rwanda
HIV	Human Immunodeficiency Virus
HRH	Human Resources for Health
IFC	International Finance Corporation
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
IQC	Indefinite Quantity Contract
IT	Information Technology
LAC	Latin America and the Caribbean
LGED	Local Government Engineering Department under the Ministry of Local Governance, Rural Development, and Cooperatives in Bangladesh
LPFM	Leadership in Public Financial Management
M&E	Monitoring and Evaluation
MINAGRI	Ministry of Agriculture and Animal Resources of Rwanda
MSI	Management Systems International
OTA	Office of Technical Assistance
PBF	Performance Based Financing
PFM	Public Financial Management
PFMRAF	Public Financial Management Risk Assessment Framework

Acronym	Definition
QRM	Quality Risk Management
SLICE	Supply Logistics & Internal Control Evaluation
SMEFP	Small and Medium-Sized Enterprise Financing Program in Jordan
SOW	Scope of Work
UNICEF	United Nations Children's Fund
URT	United Republic of Tanzania
USG	United States Government

Executive Summary

This document constitutes the Final Report for the Leadership in Public Financial Management Project (LPFM), the eleventh Task Order under the SEGIR-GBTI II Indefinite Quantity Contract (IQC), covering Fiscal Years (FY) 2011-2013. LPFM was implemented by Deloitte Consulting LLP. Operating from September 30, 2010 to September 12, 2013, LPFM received primary direction from the Bureau for Economic Growth, Education and Environment (E3), formerly the Bureau for Economic Growth, Agriculture and Trade (EGAT).

The purpose of the LPFM task order was to support rapid, sustainable, and equitable economic growth in USAID-assisted countries by enabling USAID to better address public financial management (PFM) areas (tax, budget, and expenditure), macroeconomic planning and policies, and other selected economic governance issues. LPFM supported USAID Headquarters and USAID Missions abroad to: I) build partner country institutional capacity to identify, design, advocate, and implement better economic and financial management policies; II) assist USAID Bureaus and Missions implementing USAID Forward's Implementation and Procurement Reform goal to strengthen partner-country capacity for improved aid effectiveness and sustainability by increasing the use of reliable partner-country systems and institutions in providing support to partner countries; III) improve the evaluation and assessment of the economic, financial, and distributional costs and benefits of USAID supported projects and programs; and IV) strengthen partner country management of pharmaceutical and other health sector supply chains.

LPFM Project Timeline	
Year 1	September 2010 - September 2011
Year 2	October 2011 - September 2012
Year 3	October 2012 - September 2013

LPFM received funding primarily from E3 as well as dedicated funds from specific USAID operating units and Missions for specific requests under the PFM agenda. LPFM strengthened USAID Headquarters' staff capacity and collective understanding of PFM trends. The LPFM Team released updates to USAID's Collecting Taxes Database (<http://egateg.usaid.gov/collecting-taxes>), which included extensive data on tax policy, performance, and administration indicators across nearly 200 countries, in each year of the Project (FYs 2010/2011, 2011/2012, and 2012/2013). LPFM also completed a number of desk studies focused on tax systems in Latin America and the Caribbean (LAC) region and selected countries around the world. The Honduras Municipal Finance Assessment evaluated the capacity of 15 municipalities to raise own source revenue. In addition, LPFM developed leading practice papers on tax administration reform and information technology (IT) for tax administration and produced a book titled *Detailed Guidelines for Improved Tax Administration in Latin America and the Caribbean*, providing guidance on the core components of effective tax administration to senior officials and USAID staff in the LAC region and developed a Public Financial Management Guide. LPFM designed, led, and delivered various training for USAID staff, including courses on cost benefit and cost effectiveness analysis (CBA/CEA), financial management, post-conflict country programming, strengthening public financial management and accountability systems, the Public Financial Management Risk Assessment Framework (PFMRAF), and Government to Government (G2G) Design and Implementation.

The Project supported Missions as they considered options for using reliable partner country systems and undertook Public Financial Management Risk Assessments in accordance with *ADS 220: Use of Reliable Partner Country Systems for Direct Management and Implementation of Assistance*. In Bangladesh, Liberia, Mozambique, Nepal, Rwanda, Tanzania and Zambia, LPFM's field work encompassed the Stage 2 PFMRAF to analyze in greater detail the country and sector-level risks identified in the Stage I Rapid Appraisals. In Benin, Liberia, Mozambique and Zambia, LPFM focused on Supply Logistics & Internal Control Evaluation (SLICE) Assessments to study public sector pharmaceutical supply chain controls of government systems and helped develop assessment tools for future use in countries across Africa.

Project Identification

Project Name: Leadership in Public Financial Management

Project Acronym: LPFM

Contract No.: AID-EEM-I-00-07-00005-00

Task Order No.: 11

Performance Dates: September 30, 2010 – September 12, 2013

Project Management:

USAID COTR: Theresa Stoll

USAID CO: Michael Douglas

Funding Ceiling: \$13,961,117.00

Funding Obligated: \$13,759,853.67

Project Description: The purpose of this task order is to support rapid, sustainable and equitable economic growth in USAID-assisted countries by enabling USAID to better address public financial management (tax, budget, and expenditure), sound macroeconomic planning and policies, and other selected economic governance issues, and by supporting missions to improve a) host-country policy climates for investment in ways that generate more productive employment; b) host-country ability to recover from conflict, post-conflict, natural disasters, financial and/or fiscal crises; c) countries' resilience to economic downturns; and d) host-country institutional capacity to identify, design, advocate and implement better economic policies.

I. Introduction

The capacity of USAID staff to assess, design, and monitor PFM projects and perform in-depth economic analysis declined during the past 15 years, but the need for such assessment and project design work by USAID staff increased. The number of USAID economists and economic growth (EG) officers decreased by approximately half from 1992 through 2007. Substantial new hiring of junior EG officers occurred during 2008-2011, but they would have been on a learning curve for several years before becoming experienced in the assessment, design, and evaluation of various financial management and economic policy programs. Meanwhile, the demand for USAID field Missions to undertake assessments and to develop and implement tax, budget-management, and other economic governance projects increased dramatically in the past decade.

One important source of demand for such USAID projects was the need to rebuild financial integrity in conflict and post-conflict countries where USAID was increasingly engaged. A second, ongoing impetus for fiscal assistance from USAID field Missions was the ‘revenue squeeze’ on partner countries, owing to their liberalization of international trade in recent decades and to the corresponding decline of trade taxes. A third consideration was the commitment of the United States Government (USG) to support the multilateral approach to “Aid Effectiveness” – including the greater use, when possible, of partner-country public financial management systems; as a result, USAID field Missions need to draw on tested agency resources to assist with their assessments and efforts toward reform of the relevant partner country financial management systems.

The LPFM task order was designed to support rapid, sustainable and equitable economic growth in USAID assisted countries by enabling USAID to better address PFM, macroeconomic planning and policies, and other selected economic governance issues, and by supporting Missions to improve capacity and assess PFM systems.

II. Project Scope

Task Areas Described in the Task Order Scope of Work (SOW)

The LPFM scope of work described the following task areas.

1. Core Technical Leadership in PFM, Macroeconomic Analysis, and Economic Policy

The LPFM Team was tasked with the following:

- a. Serving as a training resource in the area of PFM and economic analysis for USAID field Missions and USAID/W;
- b. Assessing best practices for partner country PFM and macroeconomic policies;
- c. Strengthening USAID's understanding of fiscal and macroeconomic management issues;
- d. Improving coordination and dialogue on fiscal issues and macroeconomic policies;
- e. Providing specialized expertise to field Missions and other USAID operating units;
- f. Carrying out applied research on fiscal issues and economic policies;
- g. Helping to improve USAID and partner government understanding of the gender impact of fiscal and financial management policies; and
- h. Providing short-term or intermittent technical expertise to strengthen partner country institutional capacity to sustain these efforts as requested by USAID Missions.

The subject areas covered by these activities included tax structure reviews, public expenditure/budget reviews, reviews of public sector financial management systems, analysis of inter-governmental fiscal relations, reviews of the design and implementation of local taxes such as land and property taxes, sovereign and sub-sovereign debt issuance and debt management, coordination with other donors on fiscal issues and programs, and other issues of public finance design and practice.

2. Training, Workshop, and Communication Activities, Applied Research, Best Practices, Tools, and Success Stories

The LPFM was tasked with providing and assisting with the following:

- a. Training courses in CBA, appraisal and evaluation of USAID projects and programs for USAID staff and USAID-assisted counterpart staff;
- b. A one-week training course on fiscal management and policy, oriented principally to the training of USAID EG officers and their partner country counterparts in revenue and budget management organizations;
- c. Organization, management, and participation in seminars, workshops, and on-line training on principles, recent developments, and best practices in PFM and other aspects of program design and management appropriate for USAID EG officers. This includes training on assessment and remediation of fiduciary risks in USAID partner country public expenditure management systems;
- d. Training in macroeconomic analysis;

- e. Presentations by fiscal and economic governance experts at trainings and workshop events organized by a different project or provider.
- f. Carrying out surveys and assessments in the PFM field to identify best practices, toolkits, and guidance in selected policy, regulatory and administrative areas. The purpose of this activity was to facilitate USAID practitioner knowledge of then-current and emerging areas of USAID program responsibilities.

3. Other Field Requests

The LPFM Team was tasked with providing specialized and/or rapid in-field support in the areas of technical assistance, training, and/or equipment to diagnose and improve aspects of macroeconomic management, structural reform, economic statistics, and PFM. This included support in the areas of: revenue and expenditure policy, management and implementation by partner government institutions, local authorities, and state enterprises; partner country budget and procurement systems and the management of related fiduciary risks; assessments of partner country macroeconomic developments and structural economic policy problems; collection of data and training for partner country analysis of economic statistics; and the use of CBA and other tools of PFM for design, assessment and evaluation of current or proposed project activities.

III. Project Activities and Accomplishments

To implement the LPFM scope of work, the project was divided into seven activities:

- Activity 1: Growth Diagnostics
- Activity 2: Collecting Taxes
- Activity 3: Research Papers and Best Practice Notes
- Activity 4: Domestic Resource Cost Analysis & Cost Benefit Analysis
- Activity 5: Supporting USAID Missions
- Activity 6: Improved Web Content
- Activity 7: Trainings, Workshops

Activity 1: Growth Diagnostics

With the goal of producing a high level analysis of labor force dynamics and motivating the need for further analysis by USAID Missions, the LPFM Team developed a document that compared the growth rate of formal sector employment with the growth rate of the labor force across USAID-supported countries. Additionally, the LPFM Team designed a framework for analysis to provide USAID Mission economists and other EG officers with an analytical guide for promoting sustained, broad-based economic growth and poverty reduction. Growth diagnostics activities were completed in Year 1.

Activity 2: Collecting Taxes

Tasks completed under this activity included:

Collecting Taxes Database

LPFM released three annual updates (FYs 2010/2011, 2011/2012, and 2012/2013) to USAID's Collecting Taxes Database. The database contains performance and structural indicators about national tax systems across nearly 200 countries. For example, the database contains quantitative revenue performance indicators on how well a particular tax generates revenues for the treasury, given its overall rate structure. Other indicators describe tax rates and the main features of tax administrations and the economy so that performance, rate competitiveness, and structure can be compared given the levels of country development and other factors. The data are available at <http://egateg.usaid.gov/collecting-taxes>. Data sources, additional detail on the indicators, and reference notes for each country explored are included in documentation available on the site.

Revenue Mobilization Studies

Thirteen country specific revenue mobilization studies assessed the revenue effort and recent developments in tax policy and administration for the country in question and compared the revenue performance of the country with the performance of countries in the same region, in the same income group, and with world averages.

Revenue mobilization studies were produced, based on USAID requests, on the following countries:

- Egypt
- Ethiopia
- Georgia
- Haiti
- Kenya
- Malawi
- Pakistan
- Philippines
- Rwanda
- Swaziland
- Tanzania
- Uganda
- Zambia

Latin America and Caribbean Desk Studies

A number of desk studies of the revenue structure and performance of countries in LAC countries over 2001-2010 were commissioned by USAID's LAC Bureau for completion in Years 1 and 2. These studies summarized tax policy and administration reforms, analyzed revenue performance and productivity measures, and identified areas for further research. In Year 2, the LPFM Project compiled all the LAC desk studies into one comprehensive document and developed a summary note of the ten-country study. Individual revenue structure and performance studies were produced for the following LAC countries:

- Colombia
- Dominican Republic
- El Salvador
- Guatemala
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Paraguay
- Peru



Honduras Municipal Finance Study

As a follow-on activity to the LAC desk studies, LPFM developed an in-depth field study of municipal finance, economic development, and security in selected municipalities in the Northern Corridor of Honduras.

The purpose of the study was to identify and assess 15 municipalities from the Northern Corridor Region that showed the potential for mobilizing higher levels of own source revenues from available taxes, fees, and charges in order to provide higher levels of safety and security to its citizens, better public services,

and spur local economic development. The completed study, available in both English and Spanish, detailed the current state of municipal finances, economic development, and security in the Northern Corridor, with special attention to the selected group of 15 municipalities. The report identified strengths, weaknesses, and areas of opportunity to improve public financial management and citizen security at the sub-national level; and provided short, medium, and long-term recommendations to overcome challenges in own-source revenue mobilization, economic development, and citizen safety and security.

Detailed Guidelines for Improved Tax Administration in Latin America and the Caribbean

Pursuant to a request from USAID Headquarters' LAC Bureau, the LPFM Team developed Guidelines for Improved Tax Administration in Latin America and the Caribbean which detailed the organization, processes, and practices of modern tax administrations; discussed common trends in the working of administrations around the world; presented a tax administration maturity model; assessed the general state of the administration of domestic taxes in LAC; and summarized key benchmarks to assess tax administration performance. The Guidelines contained sufficient detail to allow practitioners to assess each of the many aspects of tax administration and summarized key guidelines and quantitative benchmarks to allow senior LAC government officials and USAID officers to assess tax administration performance.

The product was presented by USAID at the 47th Inter-American Center of Tax Administration's General Assembly on April 25, 2013.

Activity 3: Research Papers and Best Practice Notes

Tasks completed under this activity included:

Tax Administration Reform: A Primer

This short research paper provided an overview of the tax administration reform process. It first described the tax administration's tasks and operating environment and then discussed a reform strategy, highlighting areas frequently in need of reform and providing case illustrations of successful reform. This document provided USAID field officers with a foundational understanding of tax administration reform.

Quality Risk Management (QRM) for PFMRAF Rating Methodology Review Options Paper

At the request of USAID's Chief Financial Officer's (CFO) Office in Year 2, the LPFM Team reviewed the rating system implemented utilized in the PFMRAF. This review documented the ratings systems used in the Stage 2 Risk Assessment reports, different approaches to developing and applying risk rating criteria, and potential areas for improvement. The LPFM Team also proposed rating system options that the CFO's Office and Missions could consider, including the advantages and disadvantages of each.

Jamaica Tax Benchmarking Study

In Year 2, the LPFM Team produced a comprehensive study aimed at helping the Government of Jamaica and the USAID/Jamaica Mission assess the overall efficiency and effectiveness of the tax system, accounting for aspects of tax policy, administration, and compliance. Developed through in-depth research and an in-country field assessment by the LPFM Team, the report provided a summary of tax-

“I knew your Team would do a great job with this assessment, but you’ve exceeded our expectations. I just wanted to thank you for your excellent work on the tax benchmarking study. The Mission couldn’t be happier with the presentation today.”

Kevin Fox, EG Officer, USAID

reform studies and activities in Jamaica during the past several years. The report benchmarked Jamaica's tax system against international experience and accepted leading practice to determine the latest key indicator levels of Jamaica's tax administration's organizational performance and practices. It also identified a number of revenue risks and made corresponding recommendations to strengthen the tax system in Jamaica. Completed in Year 2, the paper was to be

used by USAID/Jamaica to constructively contribute to the development of the next Jamaican Tax Administration Strategic Plan and for the development of revenue mobilization programming by USAID.

Information Technology for Tax Administration

This research paper detailed the role of IT in tax administration, the types of support that IT could provide to the core functions of tax administration, and the steps that a tax administration should take to implement an IT solution. The paper considered both custom-built and commercial off-the-shelf solutions. A number of case studies highlighted common challenges with IT implementation in tax administration.

Georgia Tax and Customs Reform Program, 2005-2011

This report described the progress made by the Georgian government between the years 2005-2011 in the areas of tax and customs policy, administration, and tax integrity. The report also provided an overview of the economic benefits gained by Georgia from reforms in these areas. The report appendices compared Georgia's tax and customs policy and administration with international leading practices.

Public Financial Management Primer

The Public Financial Management Primer was designed to give USAID Officers a foundational understanding of PFM to empower them to incorporate elements of PFM strengthening activities into program design. Strong PFM systems are critical for the effective, transparent, and accountable use of public funds and underpin good governance. With USAID's renewed commitment to G2G funding, which would necessitate a broader use of partner country systems, the importance of helping partner country governments strengthen their PFM is of even greater importance.

The PFM Primer was structured around the core elements of the PFM system and included the following sections:

- Budget Planning and Preparation;
- Budget Execution;

- Public Sector Accounting;
- Audit and Evaluation; and
- PFM Stakeholders.

In addition, the PFM Primer included a section on the sequencing of PFM reforms and case studies on South Sudan and Kosovo that explored specific reform programs and the lessons learned from these examples.

Activity 4: Domestic Resource Cost Analysis & Cost Benefit Analysis

Tasks completed under this activity included:

Domestic Resource Cost Analysis Seminar

In Year 1, the LPFM Team successfully executed a Domestic Resource Cost (DRC) Workshop from June 22–23, 2011 at USAID facilities in Washington, D.C. for approximately 20 attendees. The lead presenter for the workshop was Dr. Dirck Stryker, Ph.D. Economist and global leader in DRC. Over the two days, Dr. Stryker presented on DRC methodology, cost indicators, financial and economic profitability, and steps for undertaking DRC analysis. The workshop also included two case studies, 1) Liberia, food crops vs. cash crops, and 2) Azerbaijan, monopoly and unwritten de facto policies.

Annual Cost Benefit and Effectiveness Analysis Trainings

In Year 1, the LPFM Team and its implementing partner Duke University designed a Cost Benefit and Effectiveness Analysis training program for 25 USAID Economic Growth Officers. This four-week intensive Executive Development Program presented the basic principles and practical applications of Applied Cost Benefit Analysis (CBA) and Cost Effectiveness Analysis (CEA). The training was held from July 5–29, 2011 in Durham, North Carolina under the leadership of the Duke University Center for International Development (DCID) staff. The training used practical case studies and an applied interactive approach to teach these skills.

In Year 2, the LPFM Team planned and executed its second annual Program for CBA/CEA Training for USAID Officers. The Team engaged Cambridge Research International (CRI) under the leadership of Dr. Glenn Jenkins to conduct the training course at Queens University in Kingston, Ontario during July 2–27, 2012. The four-week training program covered various aspects involved in financial, economic, stakeholder, and risk analysis of development projects. The theoretical and practical parts of the course were selected based on the USAID areas of focus and the current challenges in project evaluation. A total of 17 participants attended the training program, including officers from the USAID Headquarters in Washington, D.C. and Foreign Service Officers and Foreign Service Nationals from USAID Field Offices.

In Year 3, the LPFM Team collaborated with implementing partner CRI to deliver three offerings of the CBA/CEA Training. Working together with E3's Cost Benefit Analysis Unit and partner country counterparts from Kenya and South Africa, the team delivered the courses in Pretoria, South Africa; Nairobi, Kenya; and Kingston, Ontario. The course in Kenya was held in collaboration with the Kenya

School of Government and targeted its programming case studies and components based on areas of focus of respective ministries and government institutions from the Republic of Kenya and the United Republic of Tanzania (URT). A total of 41 participants attended the program from May 5–31, 2013. The course in South Africa was held in collaboration with the National Treasury and included 29 participants during the two delivery periods of March 4–15 and June 3–14, 2013. Finally, the Kingston, Ontario course was held from July 1–26, 2013 and included 21 participants from various USAID offices worldwide.

Cost Benefit Analysis & Financial Management Course Development

In Year 1, the LPFM Team and its implementing partner CRI offered a one-day Cost Benefit Analysis workshop for 20 USAID officers. The workshop focused on principals of CBA and utilized a case study related to roads. Topics covered included the measurement of cost savings from road improvements and the measurement of externalities of transportation.

In Year 2, the LPFM Team, together with CRI, conducted two Cost Benefit Analysis and Financial Management training workshops for USAID Officers. The first workshop, held from November 21–23, 2011 at USAID Headquarters was designed to teach non-economists the principals of financial analysis of projects. The second workshop, held at Queens University in Kingston, Ontario during July 2-27, 2012 for 17 participants, utilized the same curriculum as the training in Year 1.

Economic Growth in Post Conflict Countries Training

In Years 1 and 2, the LPFM Team provided capacity building assistance for an annual seminar on economic growth programming in post-conflict countries. The purpose of the weeklong trainings was to assist EG officers to understand the characteristics of post-conflict situations and economies, familiarize participants with assessment and evaluation tools under these special circumstances, and provide resources to design and implement EG programs in rebuilding environments. The courses were held in Washington, D.C in June of each year.

Activity 5: Supporting USAID Missions

LPFM supported USAID Missions by providing specialized expertise to strengthen partner country institutional capacity in PFM and by undertaking fiduciary and supply chain risk assessments of partner country PFM systems.

Tasks completed under this activity included:

Public Financial Management Risk Assessment Framework Stage 2 Risk Assessments

The PFMRAF is the accountability mechanism developed and used by USAID to protect U.S. taxpayer funds from unreasonable risk in order to maximize the value of development investments when USAID is using partner country systems. Stage 2 Risk Assessments evaluated the internal control, financial management, procurement and administrative systems of institutions being considered for G2G funding. The following Stage 2 Risk Assessments were performed under LPFM:

RWANDA – Centrale d’Achats des Medicament Essentiels du Rwanda (CAMERWA)

The purpose of this assessment was to assess the accountability environment of Rwanda’s central medical store, CAMERWA, in order to identify the risks of operating directly through the CAMERWA system. Since 2004, CAMERWA, a nonprofit medical store to procure, store and distribute pharmaceutical commodities, had been the sole Rwandan agency for the procurement, storage, customs clearance and distribution of antiretroviral drugs. At the time of the assessment, USAID, through its implementing partners, had been supporting CAMERWA for more than eight years in the areas of good procurement practices, quantification, stock management, warehousing, and distribution. Given CAMERWA’s proven success in procuring large quantities of health commodities with Global Fund grant monies and the Government of Rwanda’s (GOR) commitment to building national capacity for long-term sustainability, USAID/Rwanda was looking to provide direct funding in the future. A final assessment report and questionnaire were submitted to USAID in January of 2012.

RWANDA – Ministry of Agriculture and Animal Resources (MINAGRI)

The LPFM Team undertook a Stage 2 PFMRAF Risk Assessment of MINAGRI. In addition, the assessment engaged the various implementing agencies that form part of the GOR’s agriculture budget, including: the Agricultural Research Institute, the Agricultural Development Authority, the Horticultural Development Authority, the Animal Resources Development Authority, the Coffee Development Authority, and the Tea Authority. The U.S. Government had selected Rwanda as a focus country for its Feed the Future (FtF) food security initiative, given Rwanda’s high level of need as measured in terms of poverty, food insecurity, and malnutrition, as well as Rwanda’s strong commitment to agricultural development and combating malnutrition. A final report and questionnaire were submitted to USAID in June 2011.

RWANDA – District Clinical Services

The purpose of this activity was to assess the PFM accountability environment of a sample of 160 district health facilities and 25 District Administrative offices, in order to identify risks associated with providing support directly to GOR health institutions and subnational governments that, at the time of the assessment, was provided through implementing partners. The LPFM Team also conducted an assessment of the Performance Based Financing (PBF) system in Rwanda to identify risks associated with USAID funds channeled through the system. As part of the assessment, LPFM evaluated the unit within the Ministry of Health responsible for overseeing the PBF system (the Cellule d’Appui a l’Approche Contractuelle), and one health center and one district hospital in each of three districts (Rubavu, Musanze, and Muhanga). At the time of the assessment, USAID, through implementing partners, supported access to a comprehensive range of basic health care and support services both at facility and community levels in Rwanda and clinical services in 25 out of 30 districts, for a total of 334 facilities. In order to increase Rwandan country healthcare capacity, USAID was considering transitioning support for specific district clinical service activities to GOR before the end of 2012. Additional sites and services were planned for transition in 2013-2015.

The following four reports were submitted under the District Clinical Services Stage 2 Risk Assessment:

- District Health Facilities (April 2012);
- Administrative Districts (May 2012);
- Five MOH Nursing Schools; and
- Inputs to MOH Performance Based Financing (June 2012).

RWANDA – Human Resources for Health (HRH)

The purpose of this activity was to assess the PFM accountability environment of GOR institutions identified to receive direct funding under the Rwanda HRH program, the objective of which was to improve the quality, quantity, and relevance of health care providers in Rwanda. Under this Stage 2 Assessment, the LPFM Team assessed and submitted reports for the following institutions:

- Ministry of Health and the Single Project Implementation Unit (February 2012);
- Kigali Health Institute (February 2012);
- National University of Rwanda (February 2012);
- Kabgayi School of Nursing and Midwifery (May 2012); and
- National Council of Nurses and Midwives (February 2012).

TANZANIA – Feed the Future

The LPFM Team assessed URT’s management capacity to implement USAID activities and manage USAID funds under a Stage 2 Risk Assessment of selected URT institutions. The assessment included four local government authorities, various central government institutions and the Sokoine University of Agriculture. Within the local governments, the assessment team interviewed officials from the Mvomero and Kilombero Districts within the Morogoro Region, the Kongwa District within the Dodoma Region, and the Kiteto District within the Manyara Region. At the central government level, the assessment team interviewed staff in the Ministry of Finance and Economic Affairs; the Irrigation Department within the Ministry of Agriculture, Food Security, and Cooperatives; the Public Procurement Regulatory Authority; the National Audit Office; and the Prevention and Combating Corruption Bureau. The assessment report was submitted in January of 2012.

TANZANIA/Zanzibar – President’s Office of Public Service and Good Governance (POPSGG)

The LPFM Team performed a Stage 2 Risk Assessment of the internal control, financial management, procurement and administrative systems of POPS GG within the Revolutionary Government of Zanzibar, a URT institution of accountability identified by USAID for capacity building. The assessment included a review of relevant functions at the Ministry of Finance and Economic Affairs, as well as interviews with personnel from the Bank of Tanzania (Zanzibar Branch) and the People’s Bank of Zanzibar. The assessment report was submitted in September 2013.

BANGLADESH – Local Government Engineering Department (LGED)

USAID/Bangladesh, as part of its FtF and food security initiative, identified LGED, a Government of Bangladesh entity under the Ministry of Local Governance, Rural Development, and Cooperatives, to implement an Agricultural Infrastructure Development activity. The LPFM Team conducted a Stage 2

Risk Assessment of LGED to assess the internal control, financial management, procurement and administrative systems. The assessment report was submitted in May of 2012.

LIBERIA

The LPFM Team completed Stage 2 Risk Assessments in Liberia in order to evaluate the internal control, financial management, procurement, and administrative systems of various entities using the PFMRAF methodology, and recommend corrective actions to mitigate identified risks and vulnerabilities. Reports for the following institutions were submitted in Year 3:

- Ministry of Health and Social Welfare (March 2013);
- Ministry of Education (May 2013);
- Ministry of Agriculture (May 2013); and
- National Drug Service (July 2013).

MOZAMBIQUE

The Mozambique Stage 2 Risk Assessments analyzed the financial and administrative control environments and PFM systems and processes in order to identify weaknesses and risks associated with the proposed direct use of USAID funds by Government of Mozambique institutions. Twelve entity reports, as well as a capping report, were completed in Year 3. Assessment reports were delivered in June of 2013 (English) and five reports were translated into Portuguese and submitted in August 2013 (indicated below). The following institutions were assessed:

- Ministry of Finance*;
- Ministry of Health;
- Office of the Attorney General*;
- Central Medical Warehouse;
- Provincial Directorate of Education and Culture, Zambezia Province;
- Provincial Directorate of Education and Culture, Nampula Province;
- Provincial Health Directorate, Manica Province*;
- Provincial Health Directorate, Sofala Province*;
- Provincial Health Directorate, Tete Province*;
- Provincial Health Directorate, Niassa Province;
- District Health Directorate, Buzi District, Sofala Province; and
- District Health Directorate, Caia District, Sofala Province.

*Portuguese translations of these reports were provided by the LPFM Team.

NEPAL

The LPFM Team conducted a Stage 2 Risk Assessment of the Department of Health Services under the Ministry of Health and Population. The assessment included observations at the District (Public) Health Offices in Rupendehi, Arghakhanchi, Banke, and Dang Districts, as well as associated oversight bodies. The assessment report was submitted in March 2013.

ZAMBIA

Stage 2 Risk Assessments were conducted in Year 3 for Government of Zambia entities within the finance, education, and health sectors. Oversight institutions including the Zambia Public Procurement Authority, Office of the Auditor General, Anti-Corruption Commission and Bank of Zambia were also incorporated in the assessment. The assessment included observations from visits to local offices in the Eastern and Luapula Provinces for the entities indicated. The assessment report was submitted in June 2013.

- Ministry of Finance
- Ministry of Education Science Vocational Training Early Education*
- Examinations Council of Zambia
- Ministry of Health*
- Ministry of Community Development Mother and Child Health*
- Medical Stores Limited

*Visits to provincial offices were performed for these entities.

Supply Logistics & Internal Control Evaluation

The SLICE assessment identified specific strengths and vulnerabilities in selected supply chains, proposed steps to mitigate risk, and provided information for USAID to consider when determining the future direction of assistance to strengthen supply chain systems. Both quantitative and qualitative observations were collected to identify key gaps in internal controls and risks. The following SLICE assessments were performed under LPFM:

“Deloitte has proven to be highly responsive to the agency’s evolving needs under the task order. Of particular note, the Team has provided key support to the global health office in developing and testing a methodology to assess risks in pharmaceutical supply chains, a requirement that was not anticipated at the time of award.”

— Theresa Stoll, LPFM COR, USAID

BENIN, MOZAMBIQUE and ZAMBIA

The LPFM Team worked with USAID/Global Health to conduct assessments of supply chain controls in sub-Saharan Africa. SLICE was developed as part of a coordinated effort between LPFM, USAID, the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) and UNICEF. The assessment tools were piloted in Benin (anti-malarial commodities) and in Mozambique (anti-malarial, HIV/AIDS, and other essential commodities). The assessment tool was also used in Zambia. The Zambia SLICE assessment was jointly funded by USAID and Global Fund, and included HIV/AIDS, anti-malarial and essential medicine commodities. Country Assessment Reports were submitted for Benin (November 2011), Mozambique (February 2012), and Zambia (June 2012).

In Year 3, the LPFM Team assisted USAID/Zambia to document its mitigation plan regarding the storage and distribution of malaria commodities funded by the President’s Malaria Initiative and to consolidate identified risks and improvements to PFM practices in the health sector in order to update the existing Ministry of Health Governance Management Capacity Strengthening Plan (GMCSP). A risk mitigation plan and GMCSP Update were submitted in June, 2013. The LPFM Team also assessed the Medical

Stores Limited's processes in the areas of asset management, information technology, and audit. A risk mitigation strategy report was submitted to USAID in June, 2013.

LIBERIA

The Liberia SLICE assessment of the distribution network for health commodities was conducted for a sample of 39 locations in five counties across the country. These locations included each level of the distribution system for health commodities: point of entry (seaport and airport), central warehouses, district warehouses (4), hospitals (5), health centers (3), and clinics (24). The assessment report was submitted in August 2013.

Ethiopia IFMIS Assessment

The LPFM Team assessed the maturity of the Government of Ethiopia's integrated financial Management information system (IFMIS) Oracle implementation and evaluated the feasibility and potential cost of making the IFMIS fully operational. The assessment report was submitted in August 2011.

Iraq Electricity Sector Reform Assessment

The purpose of this activity was to assist the Government of Iraq in evaluating options for electricity sector reform. At the time of the activity, the full scope of the reform program had not yet been defined and a number of components were being considered by Iraqi officials, including new laws and regulations, options for single buyer transmission, and decentralized and/or private distribution. The LPFM Team held four workshops for Government of Iraq officials. Two workshops were held in Year 2 of the project – in May and July of 2012 – and focused on electricity distribution and legal reform, respectively. Two additional workshops were held in Year 3 of the project – in September 2012 and June 2013. The first of these two workshops focused on electricity transmission reform. The second was a wrap up of previous events. All workshops were held in Baghdad, Iraq, except for the last one, which was held in Amman, Jordan.

Technical Support to Jordan Enterprise Development Cooperation (JEDCO)

USAID/Jordan requested that the LPFM Team provide technical assistance to JEDCO in implementing the \$31 million Small and Medium-Sized Enterprise Financing Program (SMEFP) which was directly funded by USAID to JEDCO. The goal of the program was to create jobs and stimulate economic growth in Jordan by increasing the availability of financing for SMEs and providing them with opportunities to gain the skills they needed to grow and prosper. LPFM provided support to JEDCO to:

- Implement a Grants and Technical Assistance Program including the development of a Grants and Technical Assistance Manual;
- Produce a staffing plan with detailed job descriptions and mandatory qualifications for technical staff under SMEFP;
- Develop an effective communications and outreach strategy manual; and
- Establish a high quality monitoring, evaluation, and reporting system including a performance monitoring plan.

Due to USAID/Jordan's decision in April 2013 to discontinue support to JEDCO, LPFM support was also discontinued prior to completion of the full scope of work.

Tanzania Financial Crisis Initiative Performance Evaluation

The Financial Crisis Initiative (FCI) was a stimulus package from the USG to complement actions by URT to stimulate the Tanzanian economy, increase food production, and provide social protection and safety nets for vulnerable groups. In Year 2, at the request of USAID/Tanzania and E3, LPFM evaluated the Cash for Asset, Food for Education, and Cash for Work programs of the package, implemented by the World Food Program, the World Wildlife Fund, and the U.S. Department of Interior, respectively. The LPFM Team designed a mixed method performance evaluation approach and deployed four teams to gather information from implementing partners and beneficiaries in Tanzania. The evaluation examined the extent to which the FCI program activities directly addressed the overall goal of providing a safety net and reaching intended vulnerable populations affected by the financial crisis, as well as the key factors contributing to or limiting the sustainability of all three safety net components. The evaluation report was submitted to USAID in September 2012.

Activity 6: Improved Web Content

LPFM supported USAID's new website by reviewing and updating content related to the subject area of this task order. In Year 1, LPFM worked with USAID to migrate and update the Collecting Taxes 2010/2011 Database. In Year 2, LPFM worked with USAID to identify, organize, and upload additional content, such as leading practice papers. LPFM also provided recommendations on defining the content display categories for E3's public facing portal, and organized and delivered training content from other LPFM activities for E3's internal facing portal. In Year 3, LPFM worked with USAID to update the Collecting Taxes Database for the 2011/2012 and 2012/2013 versions.

Activity 7: Trainings, Workshops

Trainings developed under this activity included:

Strengthening Public Financial Management and Public Accountability

The development and delivery of this course was done jointly by the USAID Center of Excellence on Democracy, Human Rights and Governance (DRG) and E3 through their implementers Management Systems International (MSI) and Deloitte Consulting, LLP (LPFM Team). First delivered in Washington, D.C. in August-September 2011, the course evolved over the duration of the LPFM project, and updates were made to the training materials in each year of the project.¹ At its core, the purpose of the training was to empower USAID Mission staff to build capacity in partner countries in the areas of PFM and

¹ The name of the training also evolved overtime, initially called Building Partner Country Capacity for G2G Programming: Strengthening Public Financial Management Accountability Systems, it was changed to Capacity Development for Public Financial Management Public Accountability, which was changed to its current title of Strengthening Public Financial Management and Public Accountability.

public accountability such that G2G programs could be undertaken. LPFM was responsible for developing and updating PFM modules for this course, with the public accountability modules and overall responsibility for delivering the course undertaken by MSI under a separate contract.

In Year 1, the LPFM Team, with MSI, held the course from August 29–September 2, 2011 in Washington, D.C. for 30 participants from USAID Headquarters and 18 Missions. The LPFM Team delivered 9 sessions on PFM Reform and Monitoring and Evaluation (M&E) under G2G mechanisms training for DRG and EG program officers, technical staff, and controllers. The sessions covered the principles of and international leading practices in PFM and public accountability. The training also examined lessons learned from previous donor interventions in PFM to inform future programming, and touched upon experiences to date with Stage 2 Assessments.

In Year 2, the LPFM Team developed four modules in support of the DRG/E3 sponsored Strengthening Public Financial Management and Public Accountability course. The course was delivered in Thailand in August of Year 2 and included lectures developed by the LPFM Team on Procurement, Financial Accounting and Reporting, Medium-Term Expenditure Frameworks, and Capacity Development. The training was designed to provide USAID Mission staff with the necessary knowledge to design capacity building programs on PFM and Public Accountability.

Introduction to the Public Financial Management Risk Assessment Framework: Implementing Stage 1 Rapid Appraisals and Stage 2 Risk Assessments

In Year 2, LPFM developed a five-day training course titled "Introduction to the Public Financial Management Risk Assessment Framework: Implementing Stage 1 Rapid Appraisals and Stage 2 Risk Assessments." The course was delivered five times with the support of LPFM, including in Leesburg, Virginia (pilot; December 2011), Kenya (May 2012), Thailand (June 2012), Ghana (July 2012), and Washington, D.C. (August 2012). A total of 159 participants were trained by LPFM. USAID continued to provide this training after the conclusion of the LPFM Project.

The purpose of the PFMRAF training was to prepare USAID officials to plan, execute, and manage the PFMRAF process, and understand its relationship to the use of partner country systems. The course focused on Stage 1 and Stage 2 of the PFMRAF methodology – the Rapid Appraisal and the Risk Assessment. The course covered the following topics:

“I was very impressed with the facilitation skills of the entire Team. You received overwhelmingly positive feedback on the participant evaluations and should feel proud of your efforts. Each of you demonstrated a deep familiarity with the material and delivered a polished product.”

– Christine Leonardo, DRG Officer, USAID

- **Introduction to Government-to-Government (G2G) Programming** – Provided USAID’s history with G2G programming and the drivers for re-focusing on this model of assistance delivery.
- **Automated Directives System (ADS) 220 and the Public Financial Risk Assessment Framework (PFMRAF)** – Introduced the Agency’s policy directive and the PFMRAF methodology.

- **Risk Management** – Explored risk management – since the PFMRAF assesses risk, it is critical to understand what risk is, how to identify it, and how to mitigate against it.
- **Public Financial Management** – Looked at the four components of a PFM system: planning, budget preparation, execution, and auditing.
- **Public Accountability** – Considered public accountability and its relationship to the PFMRAF. The PFMRAF assesses the extent to which public actors are answerable for fiscal and social decisions and responsibilities.
- **PFMRAF Stage 1 Rapid Appraisal** – Reviewed the process and tools for the Stage 1 Rapid Appraisal.
- **Project Design and Implementing Mechanisms for G2G Programming** – Reviewed the intersection between the PFMRAF and project design. G2G programming emerges as a result of project assessment and supports the achievement of USAID Mission development objectives. This session also examined the three main implementing mechanisms for G2G programming – Cost Reimbursement, Fixed Amount Reimbursement Agreements, and Sector Program Assistance.
- **PFMRAF Stage 2 Risk Assessment** – Reviewed the process, tools, and application of risk mitigation strategies.
- **PFMRAF Stage 2 Statement of Work** – Considered how to apply Stage 1 Rapid Appraisal outcomes and project design to draft clear, actionable, accurate, and comprehensive SOWs.
- **Managing the PFMRAF Process and Embracing the Transition to G2G Programming** – Helped USAID staff manage the steps and overall Stage 1 Rapid Appraisal and Stage 2 Risk Assessment processes effectively according to a Mission’s work plan, goals and PFMRAF timeline. This included identifying and understanding the impact of the PFMRAF on a Mission and an individual’s role, and identified ways to address these changes.

E-Learning - Public Financial Management Risk Assessment Framework

In addition to the instructor-led courses, in Years 2 and 3, LPFM developed 15 e-Learning modules utilizing the PFMRAF training materials described above. During the transition to the e-learning format, the materials underwent significant revisions and updating to capture the most recent lessons learned and changes to the PFMRAF Guidance (these changes were also captured in the instructor-led materials). All 15 e-learning modules for the PFMRAF course were completed in February 2013 and published on the USAID Learning Management System and are available to all USAID staff. Transforming the materials into e-Learning modules allows USAID to reach staff worldwide and gain greater flexibility with significant cost savings. The modules incorporate knowledge checks and exercises oriented towards adult learning to ensure participants gain maximum usefulness from the courses.

Module Maintenance

USAID provided additional funding to perform module maintenance for the life of LPFM on the PFMRAF training materials (both instructor-led and e-learning) and the Strengthening PFM and Public Accountability training. LPFM updated the PFMRAF modules and the Strengthening PFM and Public Accountability course based on feedback received at the delivery of the course by USAID in Egypt during Year 3 and USAID requests.

G2G Design and Implementation

Towards the end of Year 3, the Procurement and Implementation Reform Objective 1 team asked for assistance to develop a new course on G2G Design and Implementation. The purpose of this course, a complement to the Introduction to PFMRAF and Strengthening PFM and Public Accountability courses, was to equip participants with the knowledge and resources needed to understand how G2G design, assessments, and implementation are represented and integrated into the USAID program cycle. Ultimately, course participants would be able to contribute to effective project design and implementation that include G2G activities. Because of the limited period of performance remaining under LPFM and because the Automated Directives System (ADS) 220 was at the time under significant revision, only specific modules were prepared by LPFM.

LPFM developed the course outline as well as five modules for this new offering including:

- Module 1: Course Introduction;
- Module 5: Implementing Modalities and Mechanisms for G2G Activities;
- Module 7: Embracing New Roles and Responsibilities in G2G Activities;
- Module 8: Partnering with the Government through Design and Implementation of G2G Activities; and
- Module 9: Monitoring and Evaluating G2G Activities.

USAID assumed responsibility for completing the remainder of the modules.

Fiscal Policy and Management Trainings

The LPFM Team and its implementing partner Duke University conducted training for USAID staff on Fiscal Policy and Management in all three years of the project. The training, which was customized by the LPFM Team, exposed USAID staff to the principles and recent trends in fiscal policy reform, PFM, tax policy design, revenue administration, and fiscal decentralization.

- Year 1: June 27 to July 1, 2011 for 25 participants
- Year 2: June 25-29, 2012 for 25 USAID Officers
- Year 3: June 24-June 28, 2013 for 13 USAID officials and 5 partner country government officials from Nepal, Jamaica, and the Philippines.

IV. Lessons Learned

This section outlines the key lessons learned from work completed under the LPFM project, described by activity.

Activity 1: Growth Diagnostics

- The LPFM Team recognized the benefit of being amenable to SOW revisions and changing client expectations throughout the deliverable development process; and
- Sharing early drafts of deliverables with the client for comment ensured quality of delivery. By sharing early versions of the document with the client, room for improvement and candid feedback was created.

Activity 2: Collecting Taxes

- Producing the annual update for the Collecting Taxes database was a time consuming exercise that required careful planning. Information on national revenue figures and annual IMF/World Bank data is generally released by the second quarter of the following year. Pending release of these figures, the LPFM team began first focusing on tax administration structure variables and tax rate figures;
- The LPFM team engaged with USAID throughout the database development process to ensure consistent communication about the data being collected and concerns that arose; and
- It was recognized that various countries' Ministry of Finance staff had disagreements about the conclusions and data used in the revenue mobilization studies, and the Team became amenable to making changes in the final stages of producing the documents.

Activity 3: Research Papers and Best Practice Notes

- Heavy demands on the core LPFM team related to management tasks necessitated planning to ensure there was sufficient and dedicated time for this activity; and
- Developing USAID specific case studies on various topics proved to be the most time consuming part of this activity and required additional levels of effort.

Activity 4: Domestic Resource Cost & Cost Benefit Analysis

- LPFM staff needed to be more involved in working with USAID and training partners in implementing the workshops. This ensured better oversight and improved the quality of delivery to meet the needs of USAID; and
- The LPFM team leveraged feedback and evaluation score results from previously implemented training courses to assist in the planning and development of new courses. In 2012, the LPFM Team used both negative and positive feedback received from the 2011 CBA course to help in the planning and execution of the 2012 CBA course. The resulting effect was a much better delivery and higher course evaluation scores.

Activity 5: Supporting USAID Missions

- A big challenge was rapidly mobilizing teams upon requests from USAID Missions for work beyond the initial LPFM core competencies. As a result, the LPFM Team worked to ensure that sufficient time for finalizing the scope of work and mobilizing the teams was built into the start-up phase for engagements;
- For several field requests, the level of effort budgeted did not allow sufficient time for completing the deliverables at the end of the assessment. As this issue was identified, the LPFM Team built in time for completing the deliverables at the end to ensure quality of delivery for USAID;
- The LPFM Team learned that organizational conflict of interest concerns should be addressed early in the process of scoping the work;
- As many of the field requests were pilot studies or the development phase of a new methodology, the LPFM Team anticipated and adjusted to SOW revisions and changing client expectations;
- Communication with the Missions was improved throughout the Project. The LPFM Team became more proactive about constantly engaging the USAID Missions throughout the field assessments to ensure client buy-in for key decisions being made, and to relay progress;
- The LPFM Team recognized the value of the demand driven elements of the Project, including the creative contribution of funding by Missions, which may increase the likelihood of successful targeted PFM capacity building; and
- Missions may not fully understand the level of engagement for PFM strengthening that is required under G2G. In some cases, Missions were not approaching G2G from a perspective of attempting to successfully partner with and leverage partner country systems; rather, there was a strong focus on how to “protect” funding.

Activity 6: Improved Web Content

- A somewhat ad hoc approach to this task was undertaken, given that LPFM did not have a single dedicated partner for this task and that a number of USAID staff was responsible for various aspects.

Activity 7: Trainings, Workshops

- LPFM staff recognized the need to be more involved in working with USAID and training partners in implementing the workshops. This ensured better oversight and improved the quality of delivery to meet the needs of USAID;
- It was recognized that more time should be allowed for preparing materials and arranging logistics for major trainings and workshops;
- The G2G trainings have greatly benefited from involving a training expert on the team, and this practice should be adopted for all future trainings;
- It was important to emphasize the presentation skills of presenters, not just their technical expertise, in order to keep participants engaged; and
- For both Activities 5 and 7, the LPFM Team learned that Missions were eager to share information with one another on the PFMRAF and G2G programming, and felt there were not enough avenues to do so.

Annex A: Financial Summary

Leadership in Public Financial Management (LPFM) Contract

Contract / Agreement No.: EEM-I-00-07-00005-00

POP: 09/30/2010 - 09/12/2013

Categories	Funded	Invoiced	Remaining
Core Management Team & Ad Hoc Requests	\$1,241,835.20	\$1,025,122.67	\$216,712.53
Activity 1: Growth Diagnostic	\$44,060.40	\$30,442.58	\$13,617.82
Activity 2: Collecting Taxes	\$971,232.00	\$900,751.03	\$70,480.97
Collecting Taxes	\$121,232.00	\$106,791.06	\$14,440.94
LAC Tax Assessment	\$200,000.00	\$192,125.55	\$7,874.45
LAC Tax Admin Blueprint	\$650,000.00	\$601,834.42	\$48,165.58
Activity 3: PFM Best Practice Research	\$520,557.73	\$497,785.08	\$22,772.65
QRM for PFMRAF	\$5,321.25	\$5,321.25	\$0.00
Georgia Revenue Study	\$139,690.00	\$148,849.91	(\$9,159.91)
Jamaica Tax Benchmarking Study	\$130,067.23	\$130,067.23	\$0.00
Research Papers & Best Practice Notes	\$167,981.25	\$187,791.69	(\$19,810.44)
PFM Primer	\$77,498.00	\$25,755.00	\$51,743.00
Activity 4: Domestic Resource Cost Analysis/ Cost Benefit Analysis	\$1,521,207.01	\$1,416,903.85	\$104,303.16
DRC-CBA Courses	\$1,478,928.00	\$1,384,155.00	\$94,773.00
CBA & Financial Mgmt Course Development	\$11,040.92	\$11,040.92	\$0.00
Domestic Resource Cost Seminar	\$10,472.09	\$10,472.09	\$0.00
Post Conflict Training	\$20,766.00	\$11,235.84	\$9,530.16
Activity 5: Supporting USAID Missions	\$7,622,873.20	\$7,376,049.02	\$246,824.18
Mozambique PMI Risk Assessment	\$240,244.60	\$127,519.18	\$112,725.42
PMI Assessment	\$267,094.00	\$435,042.39	(\$167,948.39)
Rwanda MINAGRI	\$154,806.51	\$158,137.35	(\$3,330.84)
Rwanda HRH Assessment	\$354,281.32	\$357,422.29	(\$3,140.97)
Rwanda District Health	\$102,131.68	\$102,302.86	(\$171.18)
Iraq Ministry of Energy	\$449,999.64	\$444,922.68	\$5,076.96
Tanzania Stage 2 Risk Assessment	\$192,446.00	\$198,832.54	(\$6,386.54)
Rwanda CAMERWA	\$135,577.39	\$137,819.16	(\$2,241.77)
Ethiopia Oracle Analysis	\$41,162.44	\$47,719.05	(\$6,556.61)
Mozambique Stage 2 Risk Assessment	\$1,739,016.00	\$1,708,666.56	\$30,349.44
Liberia SLICE	\$279,450.00	\$213,242.04	\$66,207.96
Nepal Stage 2 Risk Assessment	\$159,628.00	\$169,688.53	(\$10,060.53)
Bangladesh FtF Assessment	\$154,386.34	\$154,977.90	(\$591.56)
Tanzania (Zanzibar) Stage 2 Assessment	\$227,724.00	\$223,529.88	\$4,194.12
Liberia Stage 2 Risk Assessment	\$1,355,168.00	\$1,312,659.10	\$42,508.90
Tanzania Financial Crisis Initiative	\$460,141.28	\$460,358.13	(\$216.85)
Zambia PMI Assessment	\$200,593.00	\$209,746.88	(\$9,153.88)
ZAMBIA SLICE II	\$44,960.00	\$44,955.41	\$4.59
Zambia Stage 2 Risk Assessment	\$512,696.00	\$490,465.09	\$22,230.91

Categories	Funded	Invoiced	Remaining
Zambia SLICE Mitigation Strategy Project and MSL follow up	\$116,467.00	\$129,346.57	(\$12,879.57)
Jordan JEDCO	\$434,900.00	\$248,695.43	\$186,204.57
Activity 6: Web Content	\$19,044.01	\$13,684.86	\$5,359.15
Web Content	\$19,044.01	\$13,684.86	\$5,359.15
Activity 7: Training, Workshop Support and Communications	\$1,250,839.31	\$1,262,380.43	(\$11,541.12)
Duke Fiscal Courses	\$187,746.00	\$284,321.21	(\$96,575.21)
Implementation & Procurement Training	\$39,782.15	\$36,794.79	\$2,987.36
G2G Training (Pilot)	\$100,000.00	\$111,872.91	(\$11,872.91)
G2G Training (2012 Courses)	\$407,665.16	\$332,616.00	\$75,049.16
G2G E-Learning	\$371,464.00	\$386,988.52	(\$15,524.52)
Strengthening PFM and PA	\$47,225.00	\$40,184.55	\$7,040.45
Module Update and Maintenance	\$96,957.00	\$69,602.45	\$27,354.55
TOTAL	\$13,191,648.86	\$12,523,119.52	\$668,529.34

Annex B: Deliverables

Activity	Project	Deliverable
Core Management		Annual Workplan FY 2011
		Quarterly Reports FY 2011 Q1, Q2, and Q3
		Annual Report FY 2011
		Annual Workplan FY 2012
		Quarterly Reports FY 2012 Q1, Q2, and Q3
		Annual Report FY 2012
		Annual Workplan FY 2013
		Quarterly Reports FY 2013 Q1, Q2
		Final Report FY 2011-2013
Activity 2: Collecting Taxes	Collecting Taxes Database	2010/2011 Collecting Taxes Database (data, work cited, presentation)
		2011/2012 Collecting Taxes Database (data, work cited; was not presented)
		2012/2013 Collecting Taxes Database (data, work cited, presentation)
	Revenue Mobilization Studies	Revenue Mobilization Studies: Egypt, Ethiopia, Georgia, Haiti, Kenya, Malawi, Pakistan, Philippines, Rwanda, Swaziland, Tanzania, Uganda, Zambia
	Latin America and Caribbean Desk Studies	Revenue Structure and Performance Studies: Colombia, Dominican Republic, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Paraguay, Peru
		Cover page, summary note, final Report
	Honduras Municipal Finance Study	Phase 1: Outline, Methodology, Workplan, Questionnaire
		Phase 2: Final Report in English and Spanish; Executive Summary; Municipal Profiles, Presentation
	Detailed Guidelines for Improved Tax Administration in Latin America and the Caribbean	Annotated outline
		Dissemination plan
		Final Report with detailed Executive Summary in English and Spanish
		Individual chapters (English and Spanish)
		eBook (English and Spanish)

Activity	Project	Deliverable
Activity 3: Research Papers and Best Practice Notes	Tax Administration Reform: A Primer	Tax Administration Reform Primer
	Information Technology for Tax Administration	Research Paper
	Georgia Tax and Customs Reform Program, 2005-2011	Report
	Jamaica Tax Benchmarking Study	Final Report and presentation
	Quality Risk Management (QRM) for PFMRAF Rating Methodology Review	Report ("Options Paper")
	PFM Primer	PFM Primer
Activity 4: Domestic Resource Cost Analysis & Cost Benefit Analysis	CBA and Effective Analysis Training 2011	Training materials, course syllabus and schedule, course evaluations and comments
	CBA and Effective Analysis Training 2012	Training materials, course syllabus and schedule, faculty bios, lecture notes, case studies, reading materials, course evaluations, final Report
	CBA and Effective Analysis Training 2013	Final Reports with program content for 4 trainings
	CBA & Financial Management Course Development	Course materials, including case studies and reference materials
	DRC Analysis Seminar	Presentation materials, including case studies on Liberia and Azerbaijan

Activity	Project	Deliverable
Activity 5: Supporting USAID Missions	Bangladesh Stage 2 Risk Assessment	Assessment Report and Questionnaire
	Benin SLICE	Country Assessment Report
	Ethiopia IFMIS Assessment	Final Report
	Iraq Electricity Sector Reform Assessment	Materials from 3 workshops
		Final assessment Report
	Technical Support to JEDCO	Grants and technical assistance manual
		Operations manual and work plan
		Staffing plan
		Draft PMP and annual Report template
		Communications and outreach strategy manual
	Liberia Stage 2 Risk Assessment	Ministry of Health & Social Welfare Report and questionnaire
		Ministry of Education Report and questionnaire
		Ministry of Agriculture Report and questionnaire
		National Drug Service Report and questionnaire
	Libe ria SLICE	Assessment Report
	Mozambique Stage 2 Risk Assessment	Ministry of Finance Report (English and Portuguese) and questionnaire
		Ministry of Health Report and questionnaire
		Central Medical Warehouse Report and questionnaire
		Office of the Attorney General Report (English and Portuguese) and questionnaire
		DPS Sofala Report (English and Portuguese) and questionnaire
DPS Manica Report (English and Portuguese) and questionnaire		
DPS Niassa Report and questionnaire		
DPS Tete Report (English and		

Activity	Project	Deliverable
Activity 5: Supporting USAID Missions		Portuguese) and questionnaire
		DDS Caia Report and questionnaire
		DDS Buzi Report and questionnaire
		DPEC Zambezia Report
		DPEC Nampula Report
		Capping Report
	Mozambique SLICE	Country Assessment Report
	Nepal Stage 2 Risk Assessment	Final Report and Questionnaire
	SLICE	User Manual
	Rwanda Stage 2 Risk Assessment: CAMERWA	Final Report and Questionnaire
	Rwanda Stage 2 Risk Assessment: MINAGRI	Final Report and Questionnaire
	Rwanda Stage 2 Risk Assessment: District Clinical Services	Summary Report on Risk Assessments of District Health Facilities
		Summary Report on Risk Assessments of Administrative Districts
		Summary Reports on Risk Assessments of 5 MOH Nursing Schools
		Inputs to MOH Performance Based Financing Report
	Rwanda Stage 2 Risk Assessment: Human Resources for Health	Ministry of Health & Single Project Implementation Report and questionnaire
		Kigali Health Institute Report and questionnaire
		National University of Rwanda Report and questionnaire
		Kabgayi School of Nursing and Midwifery Report and questionnaire

Activity	Project	Deliverable
Activity 5: Supporting USAID Missions		National Council of Nurses and Midwives Report and questionnaire
	Tanzania Financial Crisis Initiative (FCI) Impact Evaluation	Proposed evaluation methodology and design
		Inception Workshop Materials
		Written evaluation Report and evaluation data
	Tanzania Management Risk Assessment: Stage 2	Final Report (includes Questionnaire)
	Tanzania (Zanzibar) POPSGG	Assessment Report, Questionnaire, Presentation
	Zambia SLICE Pharmaceutical Commodities (2012)	Assessment Report, Presentation
	Zambia SLICE Follow Up (2013)	GMCSF Update
		Risk Mitigation Plan
Zambia MSL	Risk Mitigation Strategy Report	
Zambia Stage 2 Risk Assessment	Work plan, questionnaire, Report	
Activity 6: Improved Web Content	Improved Web Content	Recommended content for inclusion
Activity 7: Trainings, Workshops	Strengthening PFM and PA	Presentation materials for (1) MTEF; (2) Procurement; (3) Accounting and Financial Reporting; (4) PFM Capacity Development
		Session Design for the facilitator for the four courses
		Training materials including slides, exercises, and handouts

Activity	Project	Deliverable
Activity 7: Trainings, Workshops	Intro to PFMRAF Course Pilot (November - December 2011)	Course preparation materials and exercises
		Master binder of the developed course program
		Course syllabus
		Course evaluation and final report
	Intro to PFMRAF Courses (January - August 2012) and two modifications (Ghana, Kenya, Thailand, DC)	Facilitator's agenda and manual with lesson plans for each session
		Presentation materials and exercises
		Master binder of the developed training program
		Course evaluation
	E-Learning- PFMRAF	15 web based, 508 compliant modules
		Course design documents illustrating web-based module architecture
		SCORM/AICC files uploaded to the CourseAvenue website for changes to e-modules
	G2G Design and Implementation	5 modules (Course Introduction, Implementing Modalities & Mechanisms, Embracing New Roles & Responsibilities, Partnering with the Government, Monitoring and Evaluating)
	Fiscal Policy and Management Training 2011	Syllabus, reading materials and presentations
Fiscal Policy and Management Training 2012	Syllabus, reading materials, presentations, case study, course evaluation	
Fiscal Policy and Management Training 2013	Presentations, Training Completion Report	