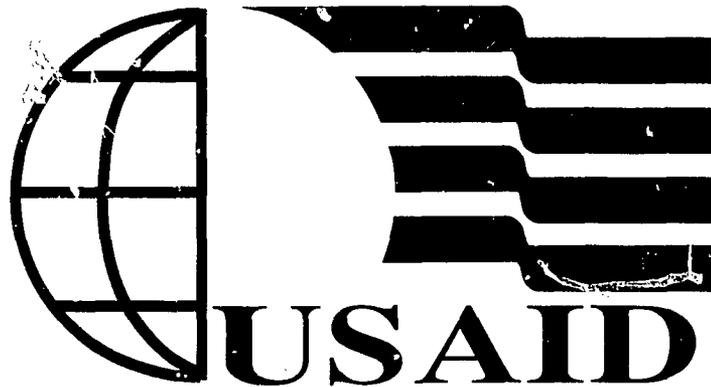


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***Latin American and Caribbean
Regional Financial Management
Improvement Project - LAC/RFMIP***



Project No. 598-0658-C-00-9021-00

Contract No. LAC-0658

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Price Waterhouse



Executive Summary

Quarterly "Accountability" newsletters were reaching nearly ten thousand subscribers in English and Spanish by mid-1992. Five thousand each of two Spanish language anti-corruption books and 10,000 each of three anti-corruption wall posters were being distributed throughout the Hemisphere in collaboration with the Inter-American Accounting Association.

The principal product of LAC/RFMIP, STRATAC — A Strategy for Accountability, based upon the Integrated Financial Management Systems (IFMS) concept has been presented to and adopted by A.I.D.'s LAC Bureau and accepted as a common effort by most of the collaborating donors as a framework for future actions to improve the accountability of the Latin American and Caribbean governments. Two training courses have been developed to indoctrinate both program managers and financial managers in the IFMS approach and a new operational auditing course supports its oversight by legislative auditors.

Executive Summary

During 1989-92 A.I.D.'s Bureau for Latin America and the Caribbean (LAC) carried out its first Regional Financial Management Improvement Project (LAC/RFMIP) with the firm of Price Waterhouse as the prime contractor. The \$4 million project sought to improve accountability and financial management and combat corruption in government by carrying out region wide and country specific activities and events, and based on feedback and results, develop a strategy for A.I.D.'s LAC Bureau to implement during coming decades to improve national government accountability and financial integrity.

When the project was conceived in 1988 there was but one major governmental financial management improvement project underway in the Region — the joint World Bank/A.I.D. supported SAFCO Project in Bolivia — and this was the only real effort being put forth toward donor coordination. By the conclusion of LAC/RFMIP at mid-1992 eleven international and bilateral donors were coordinating efforts across the Region involving major financial management reforms in process or being design for 13 countries.

Twelve quarterly meetings of the LAC Donor Working Group on Improving Public Sector Financial Management served to coordinate donor efforts. This unprecedented collaboration also resulted in producing a data base on 72 projects in 21 countries financed at over \$177 million, all of which seek in some measure to enhance accountability.

Over 2,550 persons participated directly in 22 events for which 96 speakers were provided by LAC/RFMIP. More than 10,000 viewers were estimated to have seen A.I.D.'s first teleconference, RESPONDA CON II — the Second Inter-American Conference on the Problems of Fraud and Corruption in Government, transmitted via satellite under a grant from INTELSAT in collaboration with A.I.D. and 21 regional and international professional organizations.

INTRODUCTION

In 1989, the United States government and the Agency for International Development (A.I.D) recognized that accountability was essential to help sustain the public credibility of fledgling democracies.

In December 1990, A.I.D. adopted four initiatives to help shape its program for the critical issues of the 1990s. Among these was the Democracy Initiative, which called for USAID to focus its "experience, skills and resources explicitly to help promote and consolidate democracy." The scope of the Democracy Initiative included *promoting lawful governance*.

The *accountability of the executive and legislative audit oversight* are two key characteristics of lawful governance. These are achieved when the exercise of state power is restrained by the authority of a system of laws impartially enforced; when its actions are open to public scrutiny; when it is *held publicly accountable* through known procedures; and finally when it is responsive to the legitimate needs of all citizens.

In the 1990's A.I.D. is including support for activities which help ensure executive branch accountability and legislative branch audit oversight such as:

- Strengthening procedures for financial accountability
- Improving measures to reduce corruption
- Supporting the legislative audit function

In response to the concerns about the accountability of democratically elected governments, A.I.D.'s Bureau for Latin America and the Caribbean (LAC) had launched in 1989 a project to establish a long-term strategy to address the issue.

The purpose of the project was to improve financial management in Latin America by developing a long-term

strategy. Strategy development was to be based on an assessment of needs and constraints, an accurate data base of financial management activities carried out in the past, or currently being carried out, an evaluation of the successes and failures of activities in improving overall host country financial management, and the carrying out and evaluation of selective activities.

Two assumptions made were: (1) that existing and new activities should continue while the strategy was being developed; and (2) a strategy made up of a series of activities can, over the long run, have a favorable impact on host country financial management.

The Latin American and Caribbean Regional Financial Management Improvement Project (LAC/RFMIP) carried out during 1989-1992, developed a conceptual framework of financial management and control (SIMAFAL), a long-term strategy for its implementation (STRATAC) and laid the groundwork for implementation of the strategy through general activities aimed at increasing the skills and awareness of financial managers within LAC countries.

**OBJECTIVE AND
SCOPE OF THE
LAC/RFMIP
PROJECT**

The objective of LAC/RFMIP was to support lawful and accountable governance through the development of a long-term strategy to assist government institutions in improving their financial management capabilities. The focus of the project was the recognition of the need for a long-term strategy and support of activities which would promote accountability and integrity in government.

The original focus of the project placed a great deal of emphasis on the assessment of conditions and improvements to be made. Early on, due to the changing international environment and A.I.D.'s response to it, support of activities which would promote accountability became a key focus.

The primary areas of focus were:

- Awareness of the importance of accountability
- Development of the long-term strategy to improve financial management in the LAC Region

LAC/RFMIP supported both regional and country specific conferences through sponsorship, participation or implementation. Over 2,550 persons attended these conferences and 96 speakers were provided for by the project. Support was provided to events sponsored by several organizations, including:

- Inter-American Accounting Association
- Inter-American and Iberian Public Budgeting Association
- International Consortium on Government Financial Management
- Institute of Internal Auditors

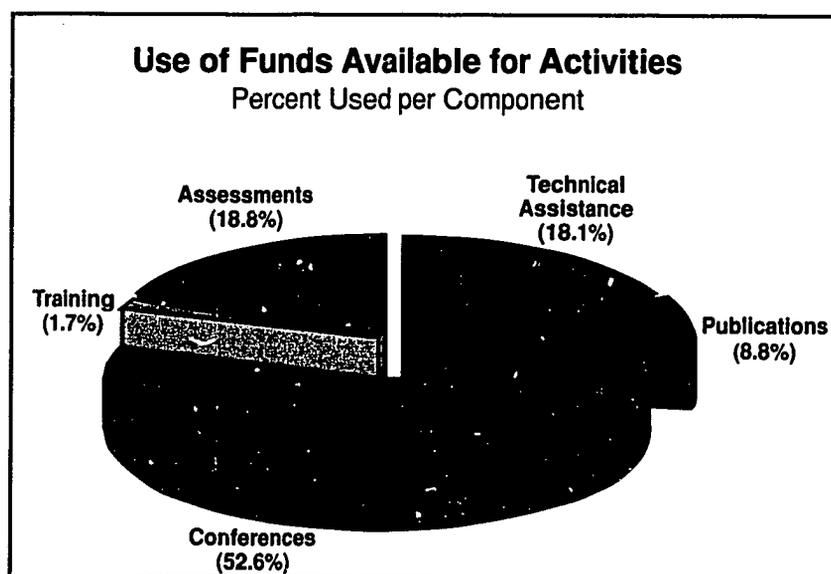
The topics of these conferences were varied but always related to the idea of improved accountability and financial management in government and the importance of combatting fraud and corruption in government.

Other activities were carried out which likewise promoted awareness of the need for accountability. These included publication of a quarterly newsletter, *Accountability*, coordination of a Donor Working Group and publication of brochures, books and posters supporting accountability and anti-fraud and corruption measures.

Assessments and evaluations were performed in order to develop a practical strategy based on actual situations. Assessments of government financial management were made in Colombia, Costa Rica and Panama and an assessment methodology was developed. Training was provided to the Offices of the Controllers General of Honduras, Panama and Costa Rica.

A baseline methodology was developed and baseline data collected in Honduras, Costa Rica, Venezuela and Ecuador. A financial management data base was compiled, including information on financial management improvement projects in Latin America and the Caribbean carried out by A.I.D., the World Bank, the Inter-American Development Bank, the United Nations Secretariat, the Organization of American States, and the United Nations Development Programme. A micro-computer based accounting system was developed in collaboration with the USAID Mission in Guatemala to improve the capability of project implementing agencies. An accounting system was also designed for the Organization of Eastern Caribbean States.

Finally the concept of an Integrated Financial Management System (IFMS) was introduced as the basis for the Strategy for Accountability (STRATAC). Two documents were circulated as discussion drafts throughout the region for a year and were discussed in various events. Based on comments received, the final documents were presented at the VI Conference on New Developments in Government in Miami, April 1992. Sections V and VI of this report present the concepts of these documents in more detail.



**AWARENESS OF
THE NEED FOR
ACCOUNTABILITY**

CONFERENCES & SEMINARS

Some of LAC/RFMIP's basic concepts were developed and the idea of organizing a conference addressing the issues of fraud and corruption in government came as a result of the project's first event titled *Symposium on Improvements Needed in Managing Public Resources in Latin America*, held in December 1988. Participants were the key financial officers of the Latin American governments selected to provide initial guidance for the new A.I.D. project.

The *First Inter-American Conference on the Problems of Fraud and Corruption in Government* was held in Miami, Florida, December 1989, cosponsored by 14 professional organizations and A.I.D. The conference was attended by 140 participants, representing 29 Western Hemisphere countries. Participants and speakers came from a broad range of professions, and included officials of the executive, judicial and legislative branches of the governments of the Americas.

Interest grew and requests for support and participation from LAC/RFMIP increased. Speakers were furnished to:

- 16th and 17th Inter-American and Iberian Public Budgeting Seminars in Costa Rica and Guatemala
- Conference on Government Financial Management in Colombia
- Inter-American Accounting Association Regional Seminars on the Problems of Fraud and Corruption in:
 - Puerto Rico
 - Paraguay
 - Haiti
 - Dominican Republic
- Seminars on Combatting Fraud and Corruption in:
 - Panama
 - Haiti
 - Nicaragua

- IV, V and VI Annual International Conferences on New Developments in Governmental Financial Management
- III Conference of Inter-american Internal Auditors

Five sub-regional conferences of key government financial executives were sponsored by A.I.D. to provide an interchange of ideas and experiences in improving financial management and combatting corruption in:

- The Andean Region - 2 held in Ecuador and Peru
- The Caribbean Region - 2 held in Miami
- Central America - 1 held in Nicaragua

The 18th Inter-American and Iberian Public Budgeting Seminar was brought to Washington D.C. for the first time. It was hosted by the American Association for Budget and Program Analysis under the joint auspices of A.I.D., IDB and OAS.

Lawful governance must be characterized by accountability of the government. Accountability is achieved only when the actions of the state are open to public scrutiny and when it is held publicly accountable through known procedures and is responsive to the legitimate needs of all citizens.

No state can assume the loyalty of its citizens and successfully exercise authority if it proves itself consistently incompetent and blatantly corrupt.

As a finale to LAC/RFMIP, RESPONDA CON II, the Second Inter-American Conference on the Problems of Fraud and Corruption in Government was transmitted throughout the western hemisphere via satellite from Miami with direct uplinks

from Argentina and Panama. The teleconference reached hundreds of participant groups at viewing sites in 20 countries and was broadcast on national television networks in Belize, Colombia, Paraguay, Peru and Costa Rica as well as cable TV and radio in several countries.

At the specially equipped viewing sites where concerned citizens and financial managers gathered to see and hear specialists on the subject of fraud and corruption, participants directly questioned the speakers and panelists in Miami, Argentina and Panama via 20 dedicated telephone lines. During afternoon sessions, local speakers and participants addressed the issues raised as they related to their own countries. Several of these sessions were also transmitted nationally by television and radio. Presidents Fujimori of Peru, Chamorro of Nicaragua and Menem of Argentina made key presentations. At least 15 other countries outside the LAC Region downlinked the satellite teleconference.

NEWSLETTER AND PUBLICATIONS

LAC/RFMIP published a quarterly newsletter on financial management improvement, *Accountability*, (*Responsabilidad* in Spanish). From 1,500 copies in English and 3,000 copies in Spanish at the project's beginning, to the 4,000 copies in English and 5,000 copies in Spanish printed and distributed at the end of the project, interest increased in government financial management. Each issue presents articles on improvements made by various countries in financial management, articles on fraud and corruption in government, a calendar of financial management professional events, new publications in the area and other articles of interest to those involved with government accountability and financial management.

LAC/RFMIP also financed publication and distribution of the following books and brochures which address the improvement of financial management and accountability:

- *Your Role in the Accountability Process* (in English and Spanish)
- *Controlling Corruption* by Robert Klitgaard (Translated and published in Spanish)
- *Los Delitos Economicos en los Negocios* by Francisco Ramirz Torres
- Final reports on the *Inter-American Conferences on the Problems of Fraud and Corruption in Government*
- Final Reports on the *Key Financial Executives Conferences* in Central American, Andean and Caribbean regions
- 30,000 anti-fraud and corruption posters in three different designs, sponsored by the Inter-American Accounting Association

DONOR WORKING GROUP ON FINANCIAL MANAGEMENT

LAC/RFMIP initiated and coordinated 12 quarterly meetings which were attended and alternately hosted by:

- Agency for International Development (A.I.D.)
- Inter-American Development Bank (IDB)
- Organization of American States (OAS)
- The World Bank
- United Nations Department of Technical Cooperation for Development (UN/DTCD)
- United Nations Development Programme (UNDP)

- International Monetary Fund (IMF)
- Canadian International Development Agency (CIDA)
- Japan International Cooperation Agency (JICA)
- German Foundation for International Development (DVZ)
- German Technical Cooperation Agency (GTZ)

The meetings focused on financial management improvement activities and programs carried out by the various donor institutions in selected Latin American and Caribbean countries. Presentations were also made on issues such as the definition of integrated financial management systems, long-term strategies for improving financial management, harmonization of donor accountability requirements, professionalization as an instrument for public sector modernization and support to integration and other issues and discussions relevant to improving government financial management.

**STRATEGY
DEVELOPMENT
APPROACH**

The objective of the project was to support lawful governance through the development of a long-term strategy to assist governments in improving their financial management.

Accountability means the ability to justify acts or actions taken so that there is no question but that they were proper and appropriate. Accountability is a public matter; thus the accountable person must be able to show publicly that the act or action was appropriate under the circumstances. Where accountability is evident, trust is earned. Thus the accountable individual is credible in the eyes of his or her peers and that creditability is reflected in the public's perception, and its

expectations of the government and of government officials.

The basic elements that must be included in every system of accountability are:

- Every act or action is done openly according to law and prudent judgement
- Every person is responsible for his or her act or action
- Every act or action is documented and reported publicly
- Every act or action is subject to independent, professional nonpartisan audit review and public reporting of results
- Where review shows that purposeful error has been made, prompt corrective action, including punishment, is taken as appropriate

Financial accountability requires the maintenance of an effective system for public reporting of financial transactions and their availability for independent review.

Project activities were planned and carried out so as to contribute to developing a strategy which would respond to the elements necessary to achieving accountability, yet also take into consideration the needs and constraints of LAC countries and the lessons learned from previous projects.

Recommendations were made for short-, medium-, and long-term improvements based on comprehensive financial management, control and audit assessments carried out in Colombia, Costa Rica and Panama. The Panama Assessment demonstrated the importance to A.I.D. of the ability to respond quickly to rapidly emerging opportunities in countries eligible to receive assistance. The Controller General of Panama, in early 1990, requested A.I.D.'s assistance in assessing what problems

exist in the management of public finance and what needed to be done to make the seriously impaired financial management system of the Government of Panama effective. The assessment was issued in May and design for a financial management reform project approved in September 1990.

The purpose of collecting baseline information and developing a methodology is to have a benchmark against which to measure progress. The methodology is simple enough so that countries themselves can measure their own progress in the future and compare with past results.

Through the assessments, several constraints to improving financial management were identified.

***CONSTRAINTS TO IMPROVING FINANCIAL
MANAGEMENT***

Weak national government financial management systems

Weak institutional financial management systems

Poorly trained finance and accounting personnel

Unique additional reporting requirements of international donor agencies

Technical assistance was provided to Honduras and Costa Rica to reorganize and provide training to their Comptroller General's Offices. The training in Honduras was extended for an additional two years. The training in Costa Rica resulted in an Operational Training Course which is now available to other countries throughout the region.

A standardized personal computer-based accounting system for development projects was designed and implemented in Guatemala.

Two basic integrated financial management courses were designed by experts in the fields of IFMS, budgeting, treasury, public debt, accounting and auditing:

- **Integrated Financial Management for Non-Financial Managers**
- **Integrated Financial Management for Financial Managers**

The first course is a shorter course designed to be given to non-financial decision-making managers who need to understand the importance of the financial management system in order to be able to use and rely on relevant and timely information. The second course is considerably longer and is geared to those managers whose duties involve ensuring that the financial management system is producing relevant, timely and effective data for the managerial decision making process.

All of the LAC/RFMIP activities were carried out in order to test the basic principles of the strategy and to ensure that the strategy was practical in its application. As a result of these activities, input from Latin American and Caribbean professionals and technical advances in financial management and auditing, the Model Integrated Financial Management System for Latin America (SIMAFAL) and the Strategy for Accountability (STRATAC) were developed by LAC/RFMIP.

**INTEGRATED
FINANCIAL
MANAGEMENT
SYSTEMS
APPROACH (IFMS)**

The Integrated Financial Management System (IFMS) approach is one which applies the General Theory of Systems to analyzing and managing public resources, particularly financial resources.

Government Financial Management is considered an integrated system whose core components, or subsystems, include budget, cash and debt management and accounting, and whose purpose is the optimal allocation and efficient utilization of government financial resources. Control over financial resources is sought through the internal control, internal audit and external audit functions. Competent and responsible financial management is based on the integration of all these elements and their systemic operation; hence **Integrated Financial Management System (IFMS)**.

No changes should be made in one IFMS subsystem without taking into account their impact upon the other subsystems. All written regulations, standards or other provisions or modifications should be coordinated among all other subsystems. All financial management staff should be thoroughly trained in the overall operation of all subsystems so that they understand the role and impact of all of them upon the particular subsystem for which they are responsible, and that subsystem's impact upon the others.

The development of a national IFMS is a long-term effort which should extend over several decades. Prioritized areas must be designated according to a carefully coordinated plan. Implementation requires simultaneous, coordinated improvement efforts in each subsystem in the national and/or individual agency financial management and auditing systems. If simultaneous improvements cannot be made, improvements should be prioritized and carefully designed to eventually result in an IFMS.

The Model Integrated Financial Management System for Latin America (Spanish acronym, SIMAFAL), has been called

SAFCO in Bolivia and SIGEF and SAI- Integrated Financial Management System and Comprehensive Audit System in Panama. It should be noted here that the auditing component may be included as a subsystem encompassed within a financial management system, or it may be considered as parallel, emphasizing its independence and broader scope. Bolivia has chosen the first approach and Panama is pursuing the second.

SIMAFAL provides a feasible modern framework for accountability that operates effectively within the sociopolitical, economic and administrative parameters of Latin American countries because it can be adapted to each country's particular characteristics.

IFMS is also adaptable to the different needs of English-speaking countries in the Caribbean. While these countries have a sociopolitical and cultural heritage that has already led them to integrate, at least partially, key financial management functions, IFMS' broad tenets address their special requirements as well.

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**STRATEGY FOR
ACCOUNTABILITY:
STRATAC**

The LAC/RFMIP Strategy for Accountability — STRATAC — is a long term approach to help LAC region governments improve financial management. Its primary characteristics focus on an integrated approach to public sector management, financial management, internal control and audit and elements common to all systems. Its basic assumption is that improvement in the management and control of publicly owned financial resources under a cadre of professional public sector financial managers and auditors will lead to changes in how the government is managed. The availability of more reliable information will lead to improved efficiency and better service and address the pervasive problem of fraud and corruption.

Primary Objective of STRATAC:

Implement Integrated Financial Management Systems in Latin American and Caribbean governments.

Secondary Objectives:

- o Acceptance of the IFMS approach in interested countries*
 - o Adaptation of the IFMS concept to different conditions in each country*
 - o Implement IFMS at the national and agency level*
 - o Increase efficiency of government personnel and international technical assistance*
-

STRATAC focuses upon three basic improvements needed by most countries to strengthen accountability, financial management and audit:

- The development of an Integrated Financial Management System (IFMS) in a country's national government and in each public agency under the direction respectively of a national "Chief Financial Officer" charged with producing useful, timely and accurate annual and interim financial reports available to the public;
- The creation or strengthening of a "Legislative Auditor General" to perform independent professional audits of public activities according to generally accepted government auditing standards supported by internal

audit units in all significant agencies; and

- **The establishment of a sound internal control environment and structure throughout the government, including emphasis on applying ethical principles in public service and seeking out, disclosing, prosecuting, and punishing corruption, fraud, and "white collar" crime in the public sector.**

STRATAC constitutes a strategic attack upon endemic unaccountability and lack of internal controls and ethical actions which continually undermine the faith of citizens in democratic government.

The strategy's most important characteristics are:

- **An interdisciplinary integrated nature.** Implementing STRATAC requires simultaneous, coordinated improvement efforts in each subsystem in the national and/or agency financial management and auditing systems.
- **Concentration on prioritized areas within the IFMS component subsystems.** While best results are achieved with concurrent improvements in the budget, treasury, public debt, accounting, internal control and external audit subsystems, such coordination may not always be possible. If simultaneous improvements cannot be made, the design, implementation, evaluation, and readjustment of each subsystem based upon preestablished priorities should be undertaken gradually.
- **Medium and long-term efforts extended over several decades.** Given the complexity of the proposed strategy, an IFMS should be implemented over a relatively lengthy period of time. The institutionalization of the concepts, the systems design, application and testing and the subsequent adjustments that must be made cannot be

carried out in the short term. Therefore, changes must be made systematically according to detailed annual work programs. These should be supported by continuously adjusted medium and long-term plans that incorporate lessons learned from project activities.

- **Practical implementation, versus assessment and planning.** The implementation of STRATAC should not be slowed by carrying out assessments of known conditions, nor by a preoccupation with the minute programming of details. Emphasis must be placed on systems implementation through improving legal, normative and organizational structures, human resources, methods, practices and procedures and information produced.
- **Applicability to all social, political and bureaucratic arenas.** STRATAC encourages an awareness of the need for change and its institutionalization. To this end, a broad scale information campaign must be waged to make people aware of the need for change, its usefulness and advantages. They must also understand how the ongoing modernization of mechanisms prevents backsliding once the initial enthusiasm for reform wanes.

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**LEARNING FROM
EXPERIENCE**

**AWARENESS + PROMOTION =
INTEREST => COMMITMENT**

The status of government financial management in the Latin American and Caribbean region varies from country to country. However, the interest in the integrated approach by both Latin American and Caribbean governments as well as the various donor agencies is evident. During the life of the project, awareness of the importance of the integrated approach to financial management has been manifested in the following

concrete examples of integrated financial management projects in 13 countries:

Argentina

A new Public Financial Management and Audit Law before the Congress has already been approved by the lower House. The law is based on an integrated financial management approach. The World Bank is supporting reforms in the Finance Ministry while A.I.D. supports modernization of the legislative audit function.

Bolivia

The SAFCO project has been successful in reorganizing the Ministry of Finance to integrate the various financial management functions and modernize the Comptroller General's Office including eliminating judicial and precontrol functions. The second phase of this project currently seeks to strengthen the financial management and auditing functions.

Colombia

As a result of the financial management assessment carried out in Colombia, interest in the integrated approach has been evident from reforms in budgeting, treasury and auditing. Most spectacularly the precontrol function of the Comptroller General's Office has been eliminated.

El Salvador

Meetings have been held in El Salvador as well as in Washington among the international donors and high level government officials. A multi-donor integrated financial management improvement project is in the design stage.

Nicaragua

USAID/Nicaragua has sponsored an assessment of the financial management capability of the government and a project paper has been drafted. High level government financial managers are working with the mission and other international donors to implement an IFMS framework and provide assistance in

carrying out the project. Strong interest has been expressed by the UNDP in participating in this effort.

Panama

A four year project led by USAID/Panama will improve the financial management capabilities of the government through the strengthening of the accounting, treasury, debt management, budgeting and auditing functions. An Auditor General's Office and a Government Ethics Office have been set up.

Honduras

Discussions are currently underway with the government and USAID/Honduras to design a financial management improvement project with an integrated approach building upon the foundation already established by LAC/RFMIP in modernizing the Comptroller General's Office.

Paraguay

The Inter-American Development Bank is taking the lead in modernization of tax and customs administration, budgeting, accounting and treasury management in the Finance Ministry. A.I.D. is providing technical assistance in establishing a professional audit function in the new Comptroller General's Office.

Venezuela

The World Bank is supporting efforts by the Finance Ministry to improve budgeting, accounting and treasury management using an integrated approach. A seminar on IFMS was held in November, 1991. A.I.D. is providing seminars on combatting corruption in government and anticipates support for the modernization of the legislative audit function in the Office of the Comptroller General.

Guatemala

The Finance Ministry has requested an assessment of its financial management functions with a view towards adopting an integrated approach.

Peru

The World Bank and the Inter-American Development Bank are providing assistance in improving financial management functions in the Ministry of Economy and Finance.

Chile

The World Bank has assisted with the decentralization of financial management functions.

Uruguay

At the request of the government, the World Bank recently sent a mission to Uruguay to assess the current capability of the government to manage its resources and make recommendations for a project.

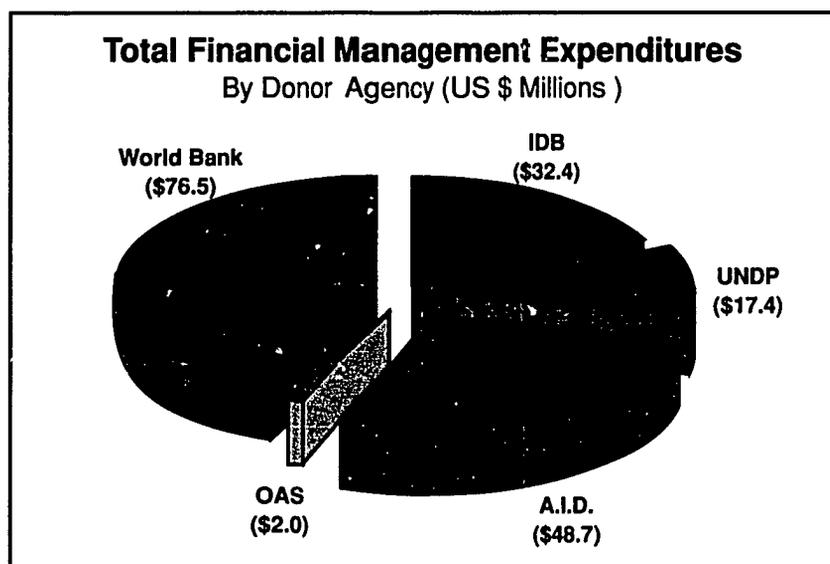
Organization of Eastern Caribbean States

In 1991, the OECS carried out a project to improve its financial management practices, applying an integrated approach.

Evidence of host country interest in improving financial management has increased and part of this is easily attributed to the "awareness and promotion" activities of the LAC/RFMIP. Participation at conferences and seminars, subscription to the newsletters, and requests for additional information have consistently increased during the life of the project.

Interest leads to commitment when opportunities are seized. The current democratic political climate in Latin America provides the opportunity to help establish enduring political practices, institutions and values that mobilize participation, channel competition, respect basic human rights and *promote open, lawful and accountable governance*. The project has taken advantage of the current political will of countries which have expressed an interest and commitment to making changes in financial management as evidenced above by the number of countries currently carrying out or exploring means of carrying out projects in this area. The Financial Management Project Database identified 72 projects in 21 countries with a total value

of \$177,019,758 from all sources.



Finally, the project concerned itself with the extreme importance of coordinating donor assistance. Commitment to improving government financial management is a **long term commitment**. Although a single donor may not have the financial or time resources necessary to carry out a government financial management reform effort, many donors are interested in coordinating with other agencies to achieve the goal. Donor coordination at the country level, international level and agency level is essential for successful reform.

PRODUCTS AVAILABLE

Several products have been developed under LAC/RFMIP which are available to be used in countries where there is interest in improving financial management. The following products are available through the local USAID mission or upon request from the LAC Senior Financial Management Adviser's

Office, Agency for International Development, LAC/DI, Room 3253 NS, Washington D.C. 20523-0025.

- **Methodology for Assessing Financial Management Capability (in English or Spanish)**
- **Methodology for Baseline Measurement (in English or Spanish)**
- **PC-Based Accounting Manual (English only)**
- **STRATAC - Strategy for Accountability (in Spanish or English)**
- **SIMAFAL - Model Integrated Financial Management System Concept for Latin America (Spanish only)**
- ***Your Role in the Accountability Process* (Spanish or English)**
- **Integrated Financial Management Course for Non-financial Government Executives (Spanish only)**
- **Integrated Financial Management Course for Financial Government Executives (Spanish only)**
- **Operational Audit Training Course. This course is for use only after a financial and compliance audit capability has been developed and proven. (Spanish only)**
- **Financial Management Activities Data Base (English only)**

The following materials may be obtained, generally for the cost of shipping and handling, from the Inter-American Accounting Association. All are available only in Spanish.

- *Controlando Corrupción* by Robert Klitgaard
- *Los Delitos Economicos en los Negocios* by Francisco Ramírez Torres
- Videotapes of RESPONDAACON II - full eight hour teleconference or segments on specific areas
- Proceedings of RESPONDAACON II - transcribed in full and edited for publication
- Anti-corruption wall posters
- Final Report on RESPONDAACON II (English or Spanish)

Direct inquires to Executive Director, Inter-American Accounting Association, 275 Fontainebleau Blvd., Suite 245, Miami, Florida 33172.