



Governments today are undergoing a profound transformation in order to respond to the growing demands of a better-informed citizenry that demands **public goods that meet quality, efficiency and effectiveness criteria**, along with greater transparency and equity in the exercise of the public function.

In this scenario, Latin American government agencies are innovating in their management and applying a **results-based management** approach. This consists of providing an integrated and coordinated design for State interventions on the basis of results that benefit the population, and on establishing a clear and verifiable relationship between the expected results and the means for achieving them.

The **planning-budgeting link** is one of the main challenges in orienting management towards producing results. This link not only contributes to improving resource allocation through **monitoring and evaluation of public policies**, it also makes it possible to **coordinate the actions of different bodies** and strengthen long-term government strategies.

Working lines: Design and implementation of **Programme-Based Budgeting** with a results-based approach; Implementation of the **(Medium-Term Budget Programming (Multi-Year Budget))** as a framework for the annual budget and public investment plan; Implementation of **effective monitoring and evaluation systems (efficiency and impact)** in the budget cycle.

Working for



Costa Rica

- Introduction of a results-oriented, programme-based budgetary model.
- Creation of a National Registry of Evaluations.
- Implementation of a new evaluation system (efficiency and impact) for budgetary programmes.

Ecuador

- Introduction of a results-oriented, programme-based budgetary model.
- Implementation of a new evaluation system (efficiency and impact) for budgetary programmes.
- Standardisation and harmonisation of public financial statistics according to the IMF.

Peru

- Approval of a Directive (regulation) about the development of the National System for Strategic Planning (SNPE).
- Consolidation and establishment of the institutional structure of the Results-Based Budget.
- Implementation of a new evaluation system (efficiency and impact) for budgetary programmes.

Panama

- Introduction of a results-oriented, programme-based budgetary model.

Paraguay

Approval of the Law on Fiscal Accountability, incorporating medium-term budgetary programming.
Implementation of the Multi-Year Budget.
Implementation of a new evaluation system (efficiency and impact) for budgetary programmes.

Uruguay

- Establishment of the institutional structure and implementation of a new evaluation system (efficiency and impact) for budgetary programmes.

Coordinating partner:



Operating partners:





South-South cooperation: some Latin American countries share their experience

Latin American countries have progressed in the implementation of results-based budgets as a mechanism for increasing effectiveness and the quality of public spending. The implementation of this model has been uneven until now, but the countries of the region themselves are supporting and assisting their neighbours, sharing their advances and bottlenecks.

In this line of action, EUROsociAL is promoting South-South exchanges. For example, Uruguay, with five-year plans since the seventies, is sharing its experience with a multi-year framework; Peru, one of the countries that has progressed the most with budgetary programmes, is acting as a transferring party in other countries such as El Salvador.

Coordination between stakeholders, a key in the design and implementation of budgetary programmes

Coordination between the various stakeholders that take part in planning and budgetary processes is a significant milestone in the implementation of budgetary programmes. This process not only involves the coordination of the Ministries of Finance and the Ministries of Planning (in cases where the two institutions are separate) but also in a horizontal arrangement between different agencies of the national government (multi-sectoral) and a vertical arrangement between agencies at different levels of government (territorial). Within the framework of EUROsociAL, this action is being complemented by others in other thematic areas, such as Regional Development and Social Policies.

A story of change

Making the intangible tangible...



An effective State requires a government capable of contributing to the well-being of citizens. The Public Budget is one of the key elements in that endeavour. In 2007 Peru implemented the **Results-Based Budget** as a **transcendental reform to improve management of public resources**. EUROsociAL is supporting several of its elements.

Budgetary reforms are usually expensive, difficult to implement, and they require new procedures and skills and usually a new mindset. As stated by Rodolfo Acuña, General Budget Director of the Ministry of Economy and Finance *"this paradigm shift in the government is gradually improving the allocation of public resources in the country"*. Acuña highlights that this reform has been important not only for citizens to feel that the public services in the country are improving their lives, but also for them to better understand that the investments of the government are generating results. The work of the government can be seen but there are *"a lot of intangible factors beyond what can be perceived"*.

Numbers:



77 Participating Institutions
<http://goo.gl/lgHMru>



55 Latin American Institutions
<http://goo.gl/o6RdGq>



17 European Institutions
<http://goo.gl/QQ3Xcw>



703 Total Participants



27 Latin American Experts



48 European Experts



Approx. 7% Total Programme Spending

Publications:



Bulletin of Public Finances
> <http://bit.ly/115Gw1o>

Elección del Método de Evaluación Cuantitativa de una Política Pública [Selection of the Quantitative Evaluation Method for a Public Policy]
> <http://bit.ly/1EVioM3>



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