

# PUBLIC FINANCE MANAGEMENT

For countries in transition and with scarce resources, robust public finance management (PFM) is essential element for effective governance. We provide policy advising, capacity building, institutional development, and monitoring and evaluation (M&E) services across a wide range of areas of PFM to ensure that such resources have the maximum impact on public service delivery and poverty reduction, and are deployed where they are needed most. In doing so, we ensure the transparency of public finances in order to build and nurture trust between governments and citizens.

The success we have achieved has been fueled by our ability to blend our knowledge and international best practices with local expertise regarding every country in which we work. In particular, PMCG cooperates with the highest caliber of regional experts to arrive at viable and sustainable solutions tailored to the local environment. Such a systemic and complex approach means that the policies we put together are carefully designed and ideally suited to address obstacles and capitalize on the opportunities present in the relevant countries and communities.

Having worked on PFM in different countries across the continents, our contribution has ranged from revenue generation in Africa to enhancing program-based budgeting in Central Asia. The work PMCG carries out has brought tangible results to numerous nations. Furthermore, the network we have amassed in the process is now one of our most prized assets. In 2019, PMCG joined the Board of the International Consortium on Governmental Financial Management (ICGFM), which serves as a leading global organization, uniting government entities, institutions, professional associations, university departments, and high-level financial management professionals, in order to increase its involvement in enhancing accountability, transparency, and good governance on an international level.

PMCG engages with leading regional experts to devise effective and sustainable solutions suitable to the given context across all of the following areas of PFM:

- Program Budgeting
- Fiscal Risk Management
- Public Debt Policy
- Tax and Customs Policy
- Medium-term Expenditure Framework
- Finance Management and Control
- E-budget and E-treasury
- State Procurement
- Domestic Revenue Mobilization
- Fiscal Decentralization



# **PROJECTS:**

# Jordan:

# PUBLIC FINANCIAL MANAGEMENT AND ADMINISTRATION ACTIVITY (PFMA) (USAID; 2021-2026)

We are working with the Government of Jordan (GoJ), under USAID's five-year PFMA activity, led by DAI Global. The program aims to strengthen the fiscal sustainability of the GoJ, to reduce obstacles to economic growth in Jordan, to build the capacity of the Government to improve the performance of revenue administration, and to ensure transparent budget management and public procurement processes in accordance with international best practices. To this end, we have studied and assessed the public procurement framework in Jordan, taking into account the legal, institutional, and technological context. Moreover, we have developed a strategic action plan for the rapid uptake of electronic procurement that addresses the gaps and obstacles affecting the transition from paper-based public procurement processes to electronic alternatives, as well as offering solutions and recommendations to smoothen this evolution. Ultimately, this will support the creation of procurement-related data and statistics, as well as assisting the Government to make public expenditure more efficient and transparent.

# Liberia:

# REVENUE GENERATION FOR GOVERNANCE AND GROWTH (RG3) (USAID; 2016-2021)

This project aimed to increase the capacity of targeted government institutions of Liberia to improve domestic revenue mobilization in the country. Specifically, we worked with the Ministry of Finance and Development Planning to develop the capacity to formulate sound, predictable, and fair revenue policies, and with the Liberia Revenue Authority to enhance its ability to effectively, efficiently, and transparently implement those policies and carry out its revenue collection mandate. Our activities also involved collaboration with the Liberian government, the private sector, and civil society to strengthen dialogue and raise awareness and engagement about taxes and their benefits with an aim to build tax morale, increase voluntary compliance, and foster greater trust between taxpayers and the Government.

# **Kyrgyzstan:**

# IMPROVING PROGRAM-BASED BUDGETING AND BUDGET INVESTMENT PLANNING, INCLUDING IMPROVEMENTS IN SECTORAL EXPENDITURE PLANNING (WORLD BANK; 2019-2021)

This project was designed to develop effective budgeting planning, implementation, and monitoring in Kyrgyzstan as well as to increase its budget transparency through boosting budget predictability, increasing the effectiveness of government expenditure, introducing medium-term strategies for budget expenditure practice, enhancing program-based budgeting (PBB), identifying and monitoring PBB performance indicators, introducing the PBB practice in local self-governments in different regions, and conducting vertical functional analysis of the structure of the Ministry of Finance and optimizing its business processes.

#### Egypt:

# **SUPPORT TO PFM REFORM IN EGYPT (EUROPEAN COMMISSION; 2021-2023)**

The project aims to contribute to the PFM reform process undertaken by the Government and Ministry of Finance of Egypt, taking into account the tight post-COVID fiscal context. Specifically, the project supports the Government of Egypt, and specifically the Ministry of Finance and its affiliated entities, on the path towards further reforming the PFM system as well as assisting the EU Delegation on: assessing the PFM reform in Egypt; updating the PFM annual monitoring reports; and drafting the terms of reference of an upcoming EU action supporting PFM.

# Georgia:

# SUPPORT TO PUBLIC FINANCE POLICY REFORM (EUROPEAN COMMISSION; 2015-2018)

We worked with the Ministry of Finance, State Audit Office and the Budget and Finance Committee and the Budget Office of the Parliament with the overall objective to enhance transparency, accountability and effectiveness of public finance policy and management in Georgia; at the same time, promoted and raised awareness about these initiatives.



