We all stressed...

- Country leadership and ownership
- Country context – not one size; different history
- Getting the money flowing
Do more of

1. Share regional experiences
2. Establish donor PFM working groups
3. Build executive accountability
4. Press for transparency
5. Support change management
6. Use country systems with proper accountability
7. Results needed to escape fragility
8. Tool for external analysis of aspects of fragility
9. Enhance accountability of the Executive at the highest level of government
10. Build budget analysis at Parliament
Do more of
Do more of

Building capable and competent civil services
Make aid agencies more aware of pfm issues
Enhance accountability of executive at highest level of government
Pfm reform aligned with capacity of MoF
Deepen knowledge of fragile states
Do less of

1. Laws – that do not meet relevance/urgency test
2. Donor micromanagement
3. Program budgeting
4. Using country systems as entry point to impose form not function
5. Donor fixation on what works elsewhere
6. Donors duplicating /replicating previous efforts
1. Procurement – new approach in fragile states
2. Pay
3. Country accountability
4. PFM reform sequence - focus on impact/outcome
5. TA - Right mix of short term and long term experts
6. TA with clear capacity building objectives
7. Govt leadership and context specificity
8. Adjust expectations
9. Link pfm reforms to other reforms
10. Deconcentrate responsibility to line ministries
What is missing?

- Developing local capacity—the role of long-term experts; and
- Enhancing donor collaboration

- Steve’s paper suggests that these lessons are still valid
  - Big Question: Why is behavior not changing and why the change not happening
Don’t know

- Knowledge too thin
- Enhancing donor collaboration

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  - Big Question: Why is behavior not changing and why the change not happening
Do more of

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Previous lessons

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Issues for the Conference

Questions for country authorities, donors and IFIs

- What do they need to do more of
- What do they need to do less of
- Is there anything missing that is not being done at present
- Is there something missing in our understanding
Do more of

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Objectives and Process

- Draw on participants expertise to formulate guiding principles and lessons
- Contribution of everyone is essential, particularly in the final session
- Consensus on the principles will be reflected in conference report/IMF Survey piece immediately after the conference/IMF PFM blog
- Take stock after six months and report to participants
Thank You!