



PEER REVIEW SEMINAR

10-12 DECEMBER, 2018, DAKAR

**Presentation by:
THE FAUVES DE BAS- OUBANGUI TEAM**

THE FAUVES DE BAS-TOUBANGUI TEAM

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1. The structure of the issue

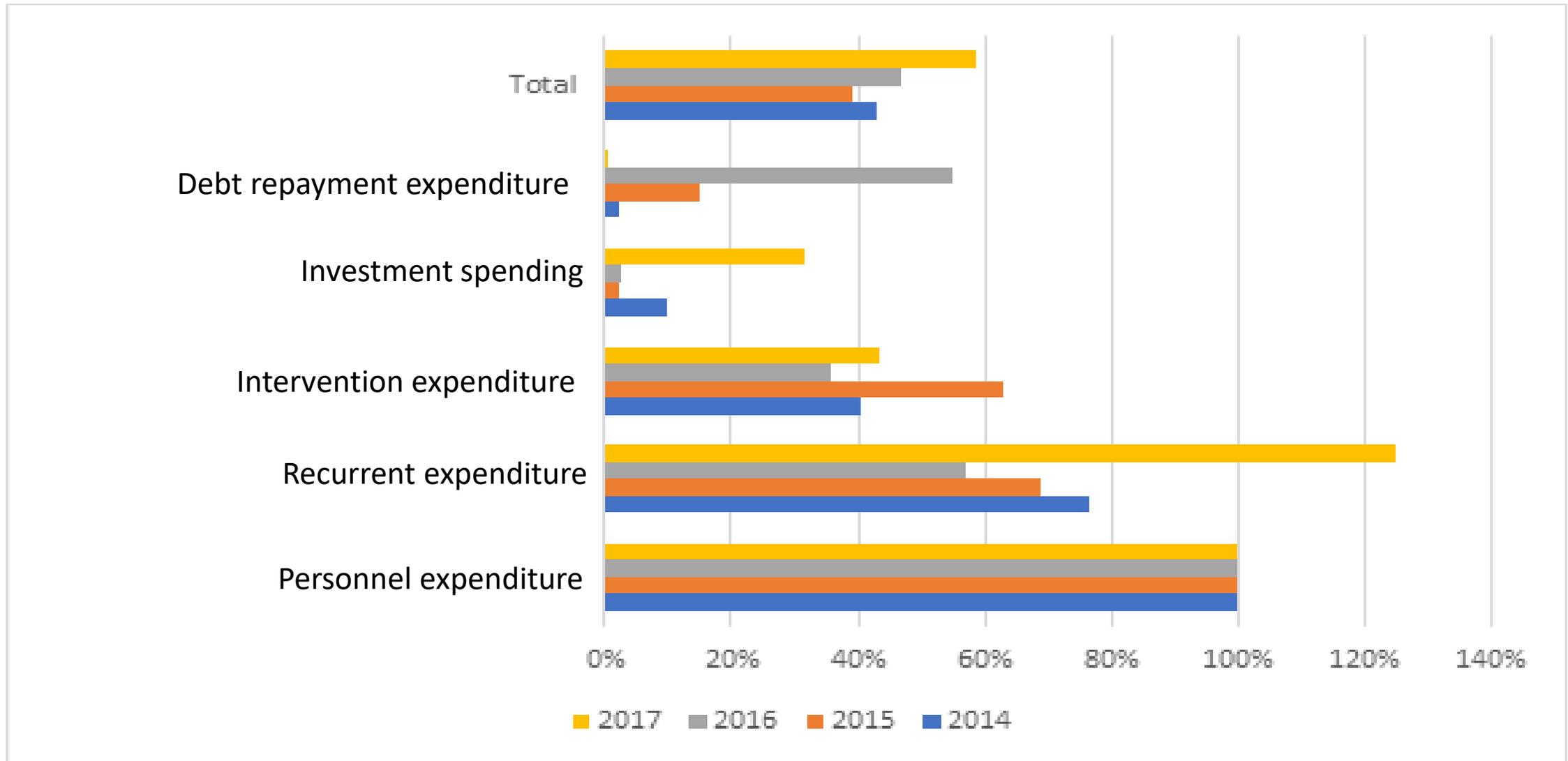
**BUDGETARY PRESSURE AND THE
DEBT BURDEN IN A POST-CRISIS
COUNTRY**

**THE BUDGETARY
CREDIBILITY OF THE
CAR**

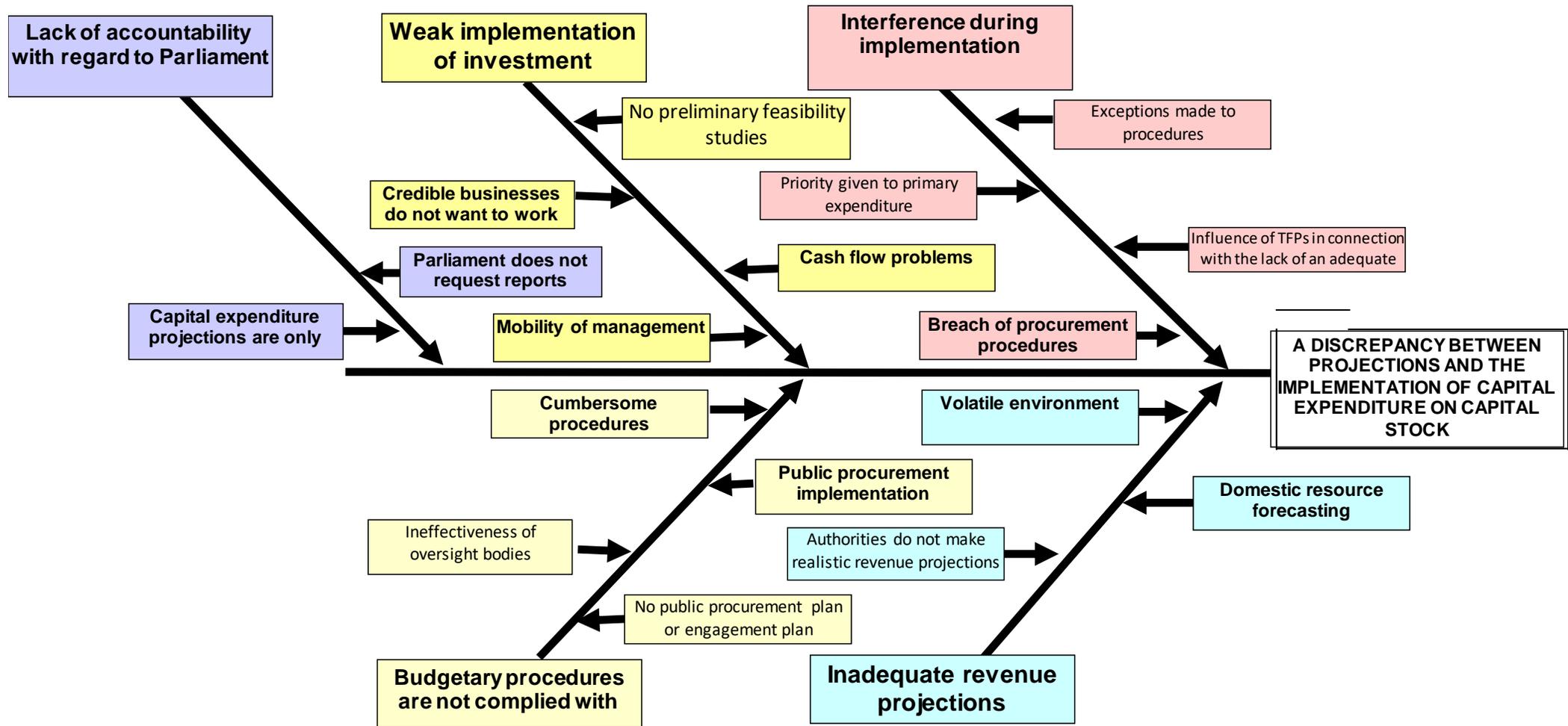
**THE DISCREPANCY BETWEEN PROJECTIONS AND
ACTUAL CAPITAL EXPENDITURE ON CAPITAL STOCK**



2. The data relating to the issue



3. Initial fishbone (Ishikawa) diagram



5. Teamwork → Assumptions change

➤ To start with

Tuesday and Thursday from 12:00 to 13:00

➤ Then...

Tuesday and Thursday from 16:00 to 17:30

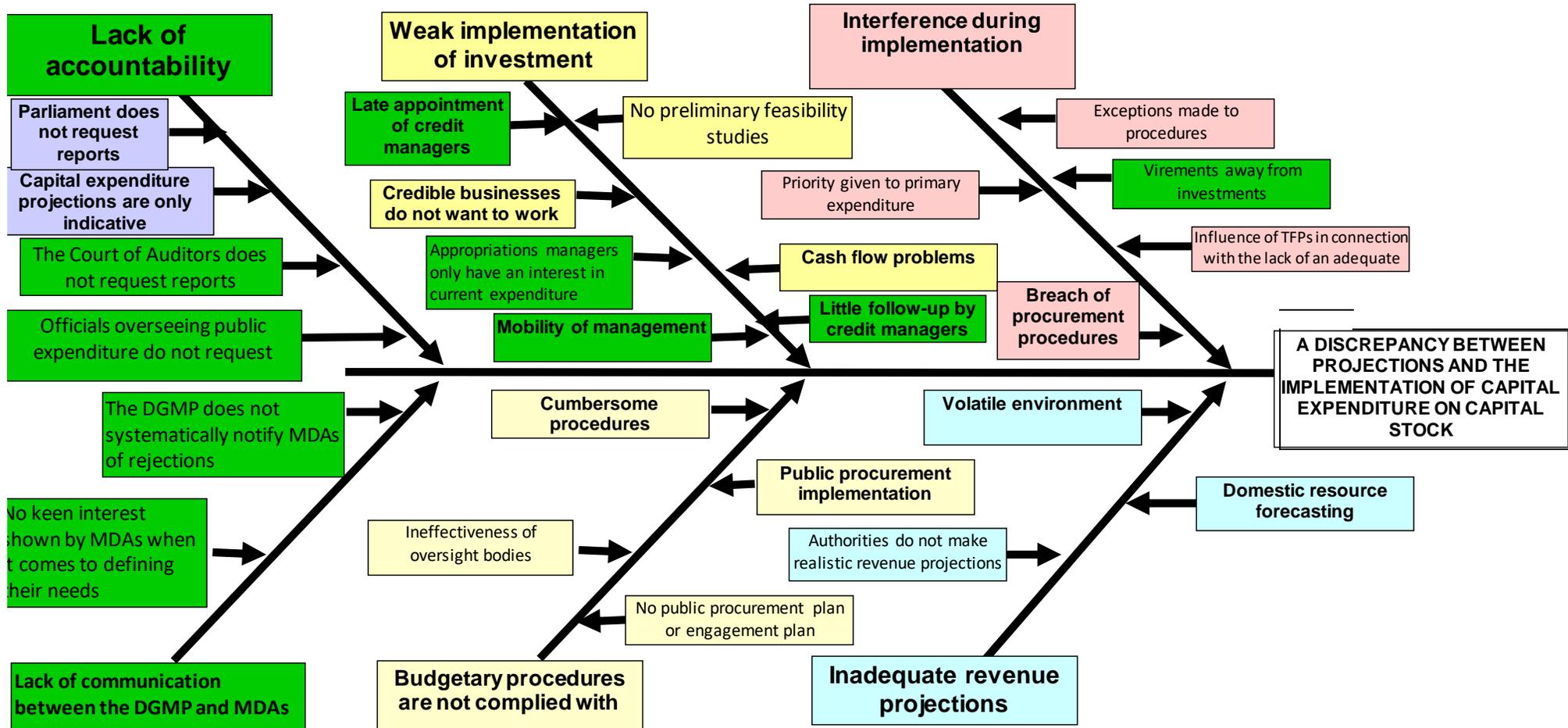
Saturday from 9:00 to 11:00

✓ Work methodology:

- We have a manager who is responsible for managing the work on a weekly basis;
- Each sub-team puts together a report of its time in the field.



Hence a new diagram:



Changes are shown in green.



4. After the framing workshop

- ❑ On returning from South Africa
- ❑ The first presentation of the work to the MFB



5. The procedure for authorisation

❑ Authorisation for the work

The document sanctioning the Fauves



6. Why was our acceptance taken seriously?

- The significance and reality of the identified issue, supported by budget implementation data (documentation);
- The team's strong and increasing motivation which led to motivation on the part of the agents working under the MDAs caused them to take an interest in the team's work.

Work strategies:

- Direct discussions with those in charge of investment;
- Priority given to social sectors: health, education, social affairs, public works, agriculture, housing and transport;
- Make changes not only in the MDAs, in how their capital budget (CB) is implemented, but also in the way the Ministry of Finance and the Budget (MFB) responds to their concerns.



7. Discussions and generating ideas

Discussions with:

- ✓ ***MDAs***: to understand difficulties and opportunities;
- ✓ ***The IGF (General Auditor)***: available to audit and make public procurement procedures more flexible;
- ✓ ***The IGE (General State Inspectorate)***: to ensure regular supervision of the management of MDAs;
- ✓ ***Parliament***: available to support and hold the Government accountable;
- ✓ ***The Court of Auditors***: to strengthen its judicial control in collaboration with Parliament.



8. Moving towards defining new causes and sub-causes... 1/2

❑ A new MAJOR CAUSE has appeared: **the lack of communication between the DGMP, the DGB, the DGTCP and MDAs**

❑ New sub-causes:

- ✓ No keen interest shown by MDAs when it comes to defining their needs;
- ✓ No systematic notification of rejection given to MDAs by the DGMP (Directorate General for Public Procurement);
- ✓ Insufficient knowledge of MDAs' entry points in the execution of public procurement;
- ✓ Long processing times for files between the DGMP, the DGB and MDAs;
- ✓ PPMPs (Public Procurement Plans) and the Global Commitment Plan are not operational.



8. Moving towards defining new causes and sub-causes...

1/2

Lack of accountability

- Delegate officials in charge of overseeing public expenditure do not demand results;
- The Court of Auditors does not request reports;

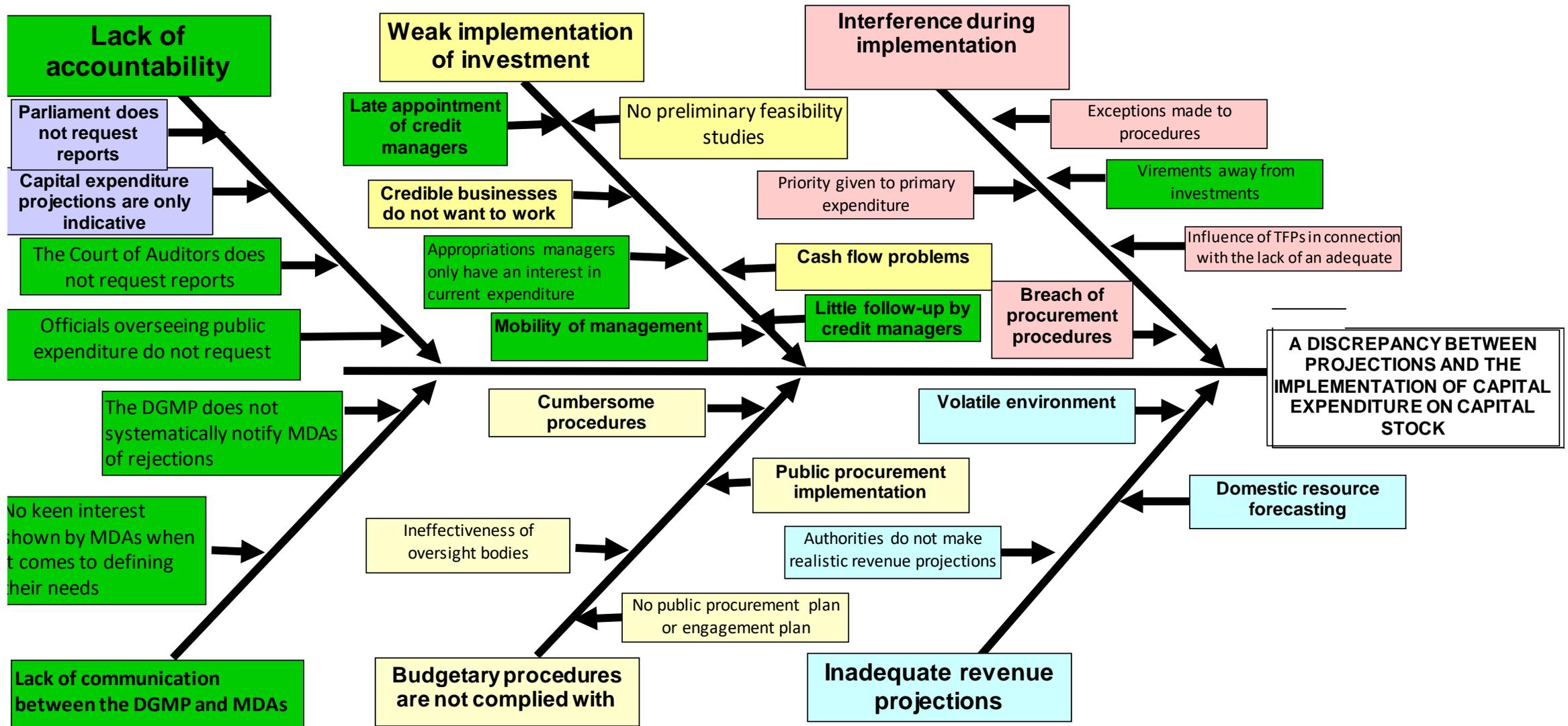
Weaknesses in the implementation of projects/programmes:

- High mobility of appropriations managers;
- Delays in the appointment of appropriations managers;
- Appropriations managers only have an interest in operating appropriations;
- Lack of enthusiasm from MDA's in the processing of files.

Interference during implementation:

- Appropriations are transferred from the original investment item.





9. Moving towards creating new alliances...

With:

□ *Some MDAs*

✓ PW and Agriculture: for their positive deviance

□ *The appointment of a Co-coach (IGF) by the MFB;*

□ *The DGMP (Department of Statistics and Research);*

□ *The ACCT (Proxy).*

10. Organising a workshop

✓ With our allies

✓ With financial support from the World Bank (AGIR)

✓ With difficulty in adhering to AGIR (Global Alliance for Resilience Initiative)

✓ Thanks to the originality of our method



11. An entirely different method...

It is no longer a traditional method of giving lectures

It is not training with predominantly theoretical content

BUT...

It is a reiterative adaptive approach for problem solving;

It is spreading the approach of positive deviance;

It is collaborative thinking to resolve an issue.



Some pictures from the workshop



12. What were our entry points?

1. Procurement procedures are not fully controlled
 - Non-compliance with budgetary procedures
2. Lack of communication between the MFB and MDAs;
3. MDAs do not conduct feasibility studies;
 - Weak implementation of investment projects
4. Lack of accountability for capital expenditure



New sub-causes from the workshop

On the lack of accountability

- ✓ The deed of appointment for managers does not require them to achieve results
- ✓ Lack of documentation relating to this
- ✓ Lack of transparency
- ✓ Lack of thoroughness
- ✓ A less developed culture of accountability

On the absence of feasibility studies

- ✓ Lack of human capital
- ✓ Lack of awareness



13. Successful and duplicated cases

With regard to procurement procedures

- ✓ PW cases
- ✓ The case of ORCCPA

With regard to accountability²

- ✓ The case of the Ministry of Defence

These positive deviations were very much appreciated!

But there are also some unsuccessful cases...

- ✓ The case of the Ministry of Housing



14. Recommendations

1. On public procurement procedures

- Reduce the time required to process tender documents from six to three months;
- Appoint appropriations managers, with qualifications corresponding to Bac +2 at a minimum, for a period of at least three years;
- Capacity building for Managers and Administrators;
- Minimum rotation period of three (03) years for managers;
- Conducting public procurement reviews.

2. On the lack of communication between the MFB and MDAs

- MDAs systematically given notification of rejection over the phone within 7 days

3. On the absence of feasibility studies;

- A database should be created that can be used to list projects/programmes with feasibility studies available;
- Strengthen human capital;
- The budget allocated to the MPEC in 2019 to cover MDA feasibility studies should be fully implemented.

4. On the lack of accountability

- Establishing an Accountability Committee



How do we intend to implement these recommendations?

- Reduce the time required to process tender documents from six to three months;
- Appoint appropriations managers, with qualifications corresponding to Bac +2 at a minimum, for a period of at least three years (**PM Circular**);
- Have a minimum rotation period of three (03) years for managers (**PM Circular**)
- Capacity building for Managers and Administrators (**Workshops**);
- Conducting public procurement reviews
- MDAs systematically given notification of rejection over the phone within 7 days (**MFB Circular**);
- A database should be created that can be used to list projects/programmes with feasibility studies available (**PM Circular**);
- Strengthen human capital (**Workshops**);
- The budget allocated to MDAs in 2019 to cover feasibility studies should be fully implemented.
 - Establishing an Accountability Committee (MEPC & MFB inter-ministerial order)



16. The next steps

❑ **Our objectives in terms of improving rates**

We expect to reach at least 60% commitment in the first half of 2019 and a 20% overall implementation rate by the end of December 2019.

- Linking the Public Revenue Office's plan with other management tools;
- Having a simplified and schematic methodological guide to procurement.

❑ **Entry points where more progress is to be made**

1. Procurement procedures are not fully controlled

What remains to be done:

- Include significant operating appropriations for Procurement Departments in the next Finance Act
- Develop a handout for putting together files (DGMP);
- Make procurement procedures more flexible.



2. Lack of communication between the MFB and MDAs

What remains to be done:

- Establish a communication channel between the DGMP, the DGB, the DGTCP and MDAs;
- Transform the Fauves team into a Monitoring and Evaluation Committee for the implementation of the CB.

3. Lack of project feasibility studies by MDAs

What remains to be done:

- Encourage MDAs to identify and send their investment projects to the MPEC within a reasonable time frame to facilitate these studies.

4. Lack of accountability for capital expenditure

What remains to be done:

- Set up and make the Accountability Monitoring Committee operational.



17. The hypotheses underlying our long-term measures

- Ensure that the communication framework between MDAs and the MFB is sustainable;
- Ensure that reiterative learning within MDAs is sustainable;
- Review PPPMs (Provisional Procurement Plans) during the preparation of each year's budget;
- Sharing knowledge between MDAs: positive deviance;
- Make a database available which lists projects/programmes (Planning and Housing);
- Report activities to those higher up in the hierarchy as they take place.



18. The next entry points to tackle

- **Inadequate revenue projections**
 - How should this be tackled?
- Raise awareness among revenue authorities to base their projections on sound foundations;
- Have a macroeconomic framework model to receive information on macroeconomic aggregates;
- **Credible companies refusing to work with the State**
 - How should this be tackled?
- Raise awareness, on the basis of DGTCP statistics for the 2016-2018 financial years, among economic operators who are still reluctant to deal with the State,



19. Conclusion

- Gradually bring all MDAs to understand the importance of feasibility studies;
- Bridge the infrastructure gap and meet the needs of our citizens.
“The Fauves team had a dream”!



The city of Grimari in 2050. Let's get thinking!



SINGUILA

