Working Party of Senior Budget Officials

SBO FUTURE DIRECTION AND PROGRAMME OF WORK --
ANNEXES

24th ANNUAL MEETING OF OECD SENIOR BUDGET OFFICIALS

Rome, 3-4 June 2003


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SBO FUTURE DIRECTION AND PROGRAMME OF WORK
ANNEXES

1. This document contains the Annexes referred to in the document GOV/PUMA/SBO(2003)7, as follows:

   **Annex 1**  Accountability and Control
   **Annex 2**  Partnership Network on Fiscal Relations Across Levels of Government
   **Annex 3**  Public Sector Modernisation Review
   **Annex 4**  The OECD Budget Project
                   [GOV/PUMA/SBO(2003)20]
Annex 1

Accountability and Control Project

Background

The OECD secretariat was approached by several Member countries seeking to expand the programme of work to include issues like accountability, auditing, internal controls, and management controls, as well as new avenues for work on performance oriented budgeting. Up until now -- while these issues are critical to sound public budgeting and management -- other priorities have intervened.

Three factors intervened to move the Secretariat forward. First, the Spanish Ministry of Finance offered the OECD a secondment to work on budgeting issues including internal control and accountability. Second, the United Kingdom approached the OECD with an idea for a comprehensive program on these issues. Finally, the PUMA committee – the main oversight committee for the Budget and Management Division (BMD) – approved the programme of work on modernisation to include a main analysis of how accountability and control regimes have changed over the past decade.

In April, BMD held a day long brainstorming meeting to agree on a set of issues and an initial programme plan.

Terms of Reference and Issues

Participants agreed that accountability and control are key issues related to new service delivery mechanisms and budget processes that emphasise performance and results. Ultimately, accountability rests on the capacity of managers and policymakers to carry out programs and provide information on activities that is both reliable and relevant. Accordingly, the foundation of effective accountability and control rests on a base of fundamental management practices and principles in areas such as strategic planning, financial management, performance measurement and reporting, contracting, human capital and information management. However, much remains to be done to transform the culture, processes and structures of governments at all levels of our systems to become more results-oriented, customer focused and collaborative.

Going forward, addressing emerging needs and chronic performance gaps in existing programs will entail focusing on an evolving agenda of reforms in the way programs are designed, the way we manage people and technologies, the metrics we develop to track costs and results and the frameworks articulated for government-wide leadership necessary to achieve important objectives cutting across agencies and governmental boundaries.

The terms of reference for the project are as follows:

To investigate and consider the arrangements in member countries for:

- the Executive accounting to the Legislature for the use of public funds;
- the external audit of the use of public funds; and
- ensuring that systems of internal control are in place safeguarding public funds and managing and controlling the [business] risks faced by public bodies.

and the extent to which these arrangements are changing in response to reforms in the public sector.
In light of these findings, to identify the strengths and weaknesses of each of the models applied in member countries. To assist Member countries to adapt accountability and control systems to the needs of modern government.

The range of issues covered by the terms of reference will include:

- Accountability for public funds
- External audit
- Internal control systems
- Financial Management – Risk Management
- Accountability between levels of government and other actors not under direct governmental control

Key Milestones and Timeline in Proposed Project:

- Proposal to June -- 2003 SBO
- Secure Resources from Member Countries for Project
- Establish Accountability and Control Network and Expert Group -- Fall 2003
- Develop Survey of Member Countries -- Summer 2003
- Design and Select Case Studies -- Winter 2004
- Analysis of Survey -- Winter 2004
- Conduct Case Studies and Peer Review -- Winter Spring 2004
- Expert Meeting to Review Draft Case Studies -- Summer 2004
- Final Publications -- Fall 2004
- Concluding Symposium -- Fall 2004 or Winter 2005
Annex 2

PARTNERSHIP NETWORK ON FISCAL RELATIONS ACROSS LEVELS OF GOVERNMENT,
EXPENDITURE ACROSS LEVELS OF GOVERNMENT: MAKING CONTRACTS WORK

A PROJECT PROPOSAL

Following is a proposal for a project by the Public Governance and Territorial Development Directorate, as part of the OECD activities planned under the Partnership Network on Fiscal Relations Across Levels of Government which was recommended at the informal meeting in Paris on 27/28 March.

Background

Crucial to sound public governance in OECD countries are the financial, legal, administrative and organisational rules around public expenditure. The design and implementation of inter-governmental transfers and grants are a key dimension of relations between levels of governments, influencing the efficiency in the use of resource and the accountability of the actors. Important questions posed in this area are: What is the current system of intergovernmental grants, and what are its main policy objectives? Can we establish a “taxonomy of grants” to help assess the actual transfer framework and set guidelines for redesigning it? How can conditional grants and contractual relationships improve policy implementation and accountability across level of governments? To what extent do geography (disparities, urban sprawl, clustering, etc.) affect vertical and horizontal financial agreements?

This project will analyze the institutional arrangements in order to make intergovernmental transfers more effective. It will analyse how different types of grants affect the behaviour of public actors, and how grant programs should be designed and managed in terms of incentives and accountability. Analysis will start with the standard classifications of grants (e.g. block grants, general purpose grants, specific grants etc.) across a representative range of OECD Member countries, will make the classifications more precise and will finally link it to the existing institutional arrangements in a country. Particular attention will be put on conditional grants, i.e. grants that carry more or less tight conditions regarding the use of funds and/or the performance achieved in the programs financed through them. The project will include a section on transfers and institutional arrangements in the health sector.

The project will provide:

- A taxonomy of specific purpose grants. The conditions attached to intergovernmental transfers vary according to constitutional requirements (such as a uniform standard in service provision), to procedural conditions (such as matching conditions or constraints on the use of resources), to result conditions (expressed in terms of output or outcome). The analysis should further show whether inbuilt incentives are compatible with general policy objectives (cost-efficiency, fiscal discipline, performance, etc.). A classification will help to connect institutional arrangements to the type of grants in order to make their use more effective.
An articulation of how different assignments of responsibilities affect grant design and impact on their effective implementation. There is a continuum across policy sectors and OECD countries between full autonomy and central direction of subnational governments. These varying degrees of subnational responsibility affect the execution of tasks and thereby the funding of those functions by intergovernmental transfers.

Analysis of governance and institutional arrangements existing in member countries to manage these grants: co-operation and coordination mechanisms, competition, intergovernmental contracting, etc. These arrangements will be analyzed by reference to the type of expenditure, the nature of the grants and the degree of autonomy of sub-national layers.

Analysis of the use and potential of performance budgeting in this field.

Activities and Expected outputs

GOV bodies of member governments will jointly work on the project and will provide oversight and input in their respective areas of interest for the following initiatives:

- An international conference to be held end of 2003 and attended by governments’ officials and experts. The conference will bring together current knowledge on the topic and contribute to orienting and focusing the expected outputs of the OECD activity;

- A synthesis report on the prevalence and application of different intergovernmental grant design and delivery options, as well as a taxonomy and analysis of their strengths and weaknesses in different circumstances. (The grant types will be surveyed as part of an updated version of the sixty-country OECD Budgeting Systems Survey)

- A report and taxonomy on conditional grants for the purposes of regional development drawing from the results of the on-going OECD territorial reviews.

A Related GOV Activity

In late 2002, the Working Party on Regulatory Management and Reform launched a project on Regulatory Co-operation between Levels of Government to assist central governments of OECD countries enhance the quality of regulatory policies, institutions and tools of sub national governments (i.e. regions, counties, municipalities, cities, etc). Currently GOV/REG is organising an expert meeting on June 30 – July 1, 2003 in Paris to permit experts and senior officials to take stock of the main trends in Member countries. It will identify the main components of a report on this topics to be finalised in 2004.
Annex 3

Public Sector Modernisation Review

Programme Objectives: As an agreed part of the programme of work and budget, the GOV directorate has a two year programme on public sector modernisation. The programme aims

- (1) to better understand changes in public administration in OECD Member countries over the last two decades and how these changes have impacted on countries’ governance capacity, and
- (2) to provide comparative information and analytical tools to enhance the capacity of Members to oversee and guide the adaptation of public sectors to the future changing needs of their societies.

This programme in taking an overview of two decades of public modernisation, includes an examination of the long term trends in public administration in OECD countries under seven headings:


These areas reflect key “levers” governments have used in an effort to change behaviour in public administration. Within each of these areas we will gather information on what has been done, record the direct impact of what has been done, reflect on how the lever in question has worked in different administrative and national settings and draw conclusions on its wider consequences for public governance.

Programme Output: The main output from this programme will be a synthesising report and seven papers under the title of the “Public Sector Modernisation Series” in each of the areas identified above. The final drafts of these papers will be presented to the PUMA Committee. The main products will be short, attractively produced comparative studies presenting linked-up and accessible information and analysis on key issues to an audience of public sector practitioners. There will be other subsidiary reports on specialised topics available in electronic form which could be published where there is a demand.

If your country is interested in becoming part of the network informing the writing of the reports in any of the areas listed below, if you have done relevant national work to which you could direct us, or if you wish to actively participate in some other way, please contact Alex Matheson, Head of the Budget and Management Division, or the relevant OECD staff member named below.
<table>
<thead>
<tr>
<th>Title of Papers in the Modernisation Series</th>
<th>Final Draft Completion Date</th>
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<tbody>
<tr>
<td>1. Governing for Performance –</td>
<td>Autumn 2003</td>
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<tr>
<td>Will review changes in legislation and procedure in respect of the use of performance goals, information and measures in formal budgeting, management and oversight processes in Member countries, and assess the potential and limitations of this trend. Teresa Curristine, <a href="mailto:teresa.curristine@oecd.org">teresa.curristine@oecd.org</a></td>
<td></td>
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<tr>
<td>2. Changes to Organisational Structures.</td>
<td>Autumn 2003</td>
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<tr>
<td>Will explore changes to organisational structure in core public sector concentrating particularly on agency structures and decentralisation within government. Elsa Pilichowski, <a href="mailto:elsa.pilichowski@oecd.org">elsa.pilichowski@oecd.org</a></td>
<td></td>
</tr>
<tr>
<td>3. Changes to Civil Service Systems</td>
<td>Autumn 2003</td>
</tr>
<tr>
<td>Will examine the major changes that have taken place in the civil service systems of OECD countries. Will cover legislative change, reforms to senior civil service, employment conditions and management changes such as performance related pay, from the point of view of the impact of these changes on the role and public perception of the civil service in society. Deok-Seob Shim, <a href="mailto:deok-seob.shim@oecd.org">deok-seob.shim@oecd.org</a></td>
<td></td>
</tr>
<tr>
<td>Will examine the scale and effects of the delivery of government services through the contracting of third parties, and identify areas of opportunity and of risk for the future. Jon Blondal, <a href="mailto:jon.blondal@oecd.org">jon.blondal@oecd.org</a></td>
<td></td>
</tr>
<tr>
<td>5. Changing Role of the Centre</td>
<td>Spring 2004</td>
</tr>
<tr>
<td>Will examine the changing roles of the central agencies for policy co-ordination, budget and management in response to the modern policy agenda and changes in organisation and management through out government. Michael Ruffner, <a href="mailto:michael.ruffner@oecd.org">michael.ruffner@oecd.org</a></td>
<td></td>
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</tbody>
</table>
6. **Open Government**

Will examine scope and impact of governments’ efforts in improving public access to information and decision-making and service delivery processes. Paper will cover both the perspective of the citizen as a user of services, and as the ultimate “owner” of government.

Christian Vergez and Joanne Caddy, christian.vergez@oecd.org and Joanne.caddy@oecd.org

7. **Modernising Accountability and Control**

Will explore whether and how, accountability and control arrangements including internal control, external control and financial management systems have adapted to new approaches to organisation, management, and to new expectations by parliaments and citizens.

Michael Ruffner, michael.ruffner@oecd.org

8. **Final Report on Modernisation**

Will take an integrating overview of Modernisation issues, possibly under thematic headings which relate to three main attributes required of modern government—Efficiency, Legitimacy, and Adaptivity. This paper will identify emergent public governance issues and propose a framework for the diagnosis and analysis of public governance arrangements in different institutional and national settings.

Teresa Curristine, teresa.curristine@oecd.org
Annex 4

The OECD Budget Project -- [GOV/PUMA/SBO(2003)20]

To the OECD Ambassadors

30 January 2003

Dear Ambassador,

We would like to draw to your attention the attached letter from Mr. Geert Van Maanen, Chairman of the OECD Senior Budget Official’s Working Party (SBO) and Secretary-General of the Netherlands Ministry of Finance. The letter supports the creation of the OECD Budget Project under the Center for Co-operation with Non-Members’ (CCNM) Global Forum on Governance. A project description is also attached. The project would consolidate the SBO’s activities with non-member countries through the creation of other Senior Budget Officials networks and related support activities.

In essence, the Project aims to promote working methods that have proven very successful in OECD Member countries, with the purpose of strengthening the governance of public resources. At the same time it is clear that effective and accountable public expenditure management in developing countries is key to the achievement of the Millennium Development Goals. The Public Governance and Territorial Development Directorate (GOV), the Development Co-operation Directorate (DCD) and the Centre for Co-operation with Non-Members (CCNM) are working together in an effort to link up Member country Finance Ministries and Development Co-operation Agencies.

We believe this project fills an important niche in relating governance practice in OECD countries to the developing world. Drawing on the strength and comparative advantage of the OECD with its networks of practitioners, it would constructively involve finance ministries in strengthening the capacity to budget in non-member countries recognising that budgeting is a fundamental element of governance, and that it is central for the effective mobilisation and allocation of financing for development. The project would also represent an effective mechanism to share lessons learned and best practices on harmonising donor procedures, on the basis of Development Assistance Committee (DAC) and partner countries’ experience on supporting pro-poor public expenditure and good governance.

.../...
We hope you will agree with us that this proposal is well timed and relevant. We look forward to your support of this proposal, and the financial support necessary for its implementation. We stand ready to answer your questions and discuss with you ideas on how to move the project forward.

Yours sincerely,

Odile Sallard
Director
Public Governance and Territorial Development Directorate

Michael Roeskau
Director
Development Co-operation Directorate
Dear Colleague,

I commend to your attention the attached proposal for the OECD Budget Project. The project would consolidate the Working Party’s activities with non-Member countries through the creation of regional Senior Budget Officials networks and related support activities.

In essence, the Project aims to promote working methods which have proven very successful in OECD Member countries with the goal of strengthening the governance of public resources in transitional and developing countries. It is therefore hoped that it will attract financial contributions from bilateral development assistance sources dedicated to supporting good governance.

I believe this is a very worthwhile Project. It would constructively involve finance ministries in strengthening the capacity to budget in non-Member countries recognizing that budgeting is a fundamental element of good governance. The Project would also serve to consolidate existing ad hoc activities of Member countries’ finance ministries in this area. This project is being developed in consultation with the OECD’s Development Assistance Committee, which brings together the aid agencies of Member countries.

I encourage you to commend this Project for support from your development ministries or from other sources of good governance funds.

Yours sincerely,

Geert van Maanen

Chairman of the Senior Budget Officials Working Party
Secretary General, Ministry of Finance, The Netherlands
THE BUDGET PROJECT

OECD Global Forum on Governance
Proposal for Funding

1. Summary

This proposal seeks funding for the Budget Project, as part of the OECD’s Global Forum on Governance which operates under the direction of the OECD’s Center for Co-operation with Non-Members (CCNM).

The Project aims to strengthen the governance of public expenditure, by using the OECD’s established networks in this area to create networks of officials in budgeting and related fields to build professional collegiality, support good practice and encourage peer review.

The Project would comprise:

- **Networks** of budget directors and senior officials in related fields from non-Member economies, with whom counterparts from OECD Member countries would meet annually to address major budgeting and financial management issues in a collaborative setting.

- A **common resource pool (knowledge bank)** of networks, comparative data and papers accessible by Members in support of their bilateral budgeting and financial management development assistance work, and by the OECD Development Assistance Committee.

- A **staff capacity (Secretariat)** to support the networks with comparative data, policy analysis and meeting support.

- A **co-ordination and funding facility** for Member country practitioners to participate in seminars and workshops for network partners.

A sense of ownership of this project by non-member countries would be crucial to its success. It is proposed that each network be chaired by a budget director from a non-Member economy. The chair would oversee the development of the agenda for each meeting in consultation with the staff/Secretariat. To ensure linkage between the networks and the OECD, each network would be supported by a “rapporteur” from an OECD Member country. Networks could be organised on a regional basis as appropriate, in particular looking for synergies with the existing CCNM regional programmes.

2. Objective and rationale

The objective of this project is to improve national budgeting and financial management practices.

Characteristic of poorly governed states is the opacity of public finances and the prevalence of “off-budget” expenditure. Also the key to moving from a command to a market economy is the successful transition from central planning to modern budgeting. It is for these reasons that the governance of public expenditure is at the heart of the governance reform agenda. The budget process is the main infrastructure for decision-making and accountability in government. Budgeting needs to be a disciplined process in order to reconcile and implement the policy objectives of governments in an effective and efficient manner. The budget is also the medium for parliamentary oversight of the Executive, and for public accountability.
In OECD Member countries the role of the budget and with it the role of Finance Ministries and particularly Budget Offices, has been broadening in recent years. They work very closely with ministers and are “hard-wired” into all government ministries and agencies. As such, they are integrally related to the decision-making process in governments, playing a pivotal role in fostering policy coherence, transparency and accountability.

3. **The OECD Senior Budget Officials’ Network**

This proposal is based on the capacity of the OECD Working Party of Senior Budget Officials (SBO). The SBO has nearly a quarter-century of experience in this field and is the world’s leading forum on international budgeting issues. The key to the success of the SBO and its associated networks has been a culture of informal professionalism and mutual support, within which delegates have the confidence for frankness, disclosure and peer review.

The SBO is concerned with the overall functioning of the budgeting system – promoting aggregate fiscal discipline, the effective allocation and reallocation of resources, and the efficient management of government. The SBO is composed of the budget directors and other senior officials from Member countries and meets annually. The incoming chairman is Mr. Richard P. Emery, Assistant Director, Office of Management and Budget, United States. The outgoing chairman is Mr. Geert van Maanen, Secretary-General, Ministry of Finance, Netherlands.

Under the auspices of the Working Party, several specialised networks are operated including:

The **Parliamentary Network** which brings together the chairpersons of parliamentary budget committees. The focus of this work has been enhancing the capacity of Parliaments to critically examine the government’s budget proposal and to hold the Executive to account. The network meets annually and its last meeting was chaired by Mr. Jim Nussle, Chairman, Committee on the Budget, United States House of Representatives.

The **Financial Management and Accountability Network** which brings together the senior officials responsible for financial disclosure and accounting policies in Member countries. The focus of this work has been the merits of adopting accrual accounting and budgeting practices. The network meets annually and its last meeting was chaired by Sir Andrew Likierman, Head, Government Accountancy Service and Managing Director, Financial Management, Reporting, and Audit, Her Majesty’s Treasury, United Kingdom.

In support of these networks the OECD undertakes research and analysis which in the current programme covers: long-term budgeting; the political economy of budget reallocation; “distributed governance” (the governance of arm’s-length agencies and authorities); accrual accounting; budgeting and managing for performance; financial control; fiscal relations between levels of government ; and a budgeting database.

The SBO supports the OECD’s work with non-member countries on an **ad hoc** basis, (currently China, Indonesia and South Africa) and network members participate actively in these and in regional activities.

In 2001, the OECD, under the auspices of the CCNM, launched the **Asian Senior Budget Officials network** on a trial basis. This network brought together over 40 budget directors and other senior officials from the Asian region along with their selected counterparts from OECD Member countries. The meeting was organised and managed as the regular meetings of the SBO are organised. The meeting was judged to be an overwhelming success by the participants according to the evaluation forms submitted. The meeting
was largely based on current OECD work designed for Member countries. With the successful launch of this project, a more targeted work programme will support other possible regional networks.

4. Project description

The Project would have:

- **networks** where the budget directors from the respective regions and from OECD Member countries would meet annually to address major budgeting issues in a collaborative setting.

- **A common resource pool (knowledge bank)** of net-works, comparative data and papers accessible by Members in support of their bilateral budgeting and financial management development assistance work, and by the OECD Development Assistance Committee.

- **A staff capacity (Secretariat)** to support the regional forums with policy analysis and general meeting support.

- **A co-ordination and funding facility** for Member country practitioners to participate in technical seminars and workshops for network partners.

**Regional networks**

The project proposes to launch up to four regional Senior Budget Officials networks depending on contributions. The final number and geographical composition of these networks would be pragmatic and guided by the objective to gather the relevant players around the table. As appropriate, these networks could follow the pattern of CCNM’s regional programmes, ie:

- Asia
- Latin America
- Central and Eastern Europe
- Africa

Each network would be chaired by a budget director from the respective region and would be aided by a “rapporteur” from an OECD Member country. The chairperson and the network would in consultation with the staff/Secretariat be responsible for setting the agenda of the meetings. As the primary network becomes established we would envisage it convening related activities in areas such as parliamentary oversight, public accounting architecture, audit, financial management, and oversight of agencies.

Budget directors and other senior officials from OECD Member countries would be encouraged to participate in the meetings.

**A common resource pool**

The 2002 Ministerial Council stressed that one of the key OECD contributions to the advancement of a shared development agenda consists of supporting countries in transition and developing countries’ governance and policy capacities. In line with this conclusion, the project would serve as a common resource pool, or knowledge bank, in which SBO from both member and non-member countries could share experience and expertise.

A number of SBO member organisations release their staff for short-term technical assistance under their national bilateral development programmes. Typically Finance Ministries and budget offices are happy to do this, because it is an important contribution to good governance and because it offers interesting new challenges for their staff. On the other hand, because these organisations are not in the
development business, they do not have ready access to resources tailored for such use. The proposal is that member organisations be able to draw on the Project’s networks, data and papers to facilitate these kinds of bilateral activities.

**Links with OECD’s development co-operation work**

Equally, the project and networks could be a valuable resource for sub-committees of the OECD Development Assistance Committee, dealing with matters related to public expenditure management and its poverty reduction impact and associated issues of aid management. The DAC is currently producing a set of good practice papers, for harmonising donor practices, including in the areas of diagnostic work on financial management systems and financial reporting and auditing. Other relevant DAC work addresses pro-poor public service delivery, public service reform, support to anti-corruption measures, and gender sensitive budgeting. A possible development might be to establish an informal group of interested donors who would follow the project and help identify areas where interaction and support could be helpful.

**Staff/Secretariat**

The regional networks would be supported by a staff/Secretariat based at OECD Headquarters. They would support the networks in the same manner as the regular SBO meetings are serviced with policy analysis and general meeting support.

The OECD estimates that three new professional staff-positions are required to carry out this work together with support staff.

The servicing of the regional networks would be carried out by the Budgeting and Management Division in the OECD’s Directorate for Public Governance and Territorial Development to ensure synergy between the work for Members and non-members. In view of the development dimension of the initiative, the project will be implemented in close collaboration with the Development Co-operation Directorate. The division of labour between the two Directorates will be reflected, as needed, in the allocation of project staff resources to GOV and DCD.

**Facility for multi-lateral support**

Non-member countries often ask for help on specific issues. The OECD through the CCNM responds by organising seminars or workshops for non-Members by member country experts – typically members of the SBO or subsidiary networks, or specialists identified by the SBO delegate. These seminars are highly valued by the non-Members because they bring together practitioners who show a range of ways to address a single issue so that developing countries can identify the method appropriate to their context. While the amounts involved are small, the implementation of such initiatives is constrained in SBO organisations by the lack of mechanisms for financing technical assistance activities, as well as the participation of non-member countries representatives in the meetings.

This assistance would be formalised through the budget project. The OECD Budget Project would be the conduit to receive individual or a sub-regional group of countries requests and organise the sessions. The Project would be responsible for financing the travel and expenses of experts and non-Member country participants. Participating governments could finance this facility generally, or in a way which covers only the use of their own nationals.

We estimate there would be 10 such activities each year, each involving three Member country experts for a period of up to a week.
This part of the Budget Project proposal comes as a suggestion on the part of OECD country Finance Ministries who often commit staff on a bilateral basis. These countries are looking for a more rational system of having staff perform this assistance and would like to draw upon the collective resources as well as offices of the OECD. As such, it would be an add-on feature of the project according to contributions.

5. **Co-operation with other institutions**

The OECD would co-operate closely with the World Bank, the International Monetary Fund, regional development banks, as well as bilateral initiatives between OECD Member countries and the respective non-member countries in order to avoid any overlaps. With its regional focus and its foundation in professional networking, the project is complementary to existing programs, like the World Bank Country Fiscal Accountability Assessments (CFAAs) and Public Expenditure and Financial Accountability (PEFA), which are based around country assessment work.

6. **Financing of Project**

The OECD estimates the cost of carrying out this project at approximately €1,900,000 over a three-year period, plus an additional €500,000 for the multilateral support initiative. This includes funding for three professional staff positions and related research activities, support staff, travel expenses for budget directors and associated experts to the regional meetings and network activities, and general conference and meeting costs.

7. **Further information**

For further information, please contact:

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