

RESULTS BASED PARTICIPATORY BUDGETING

South-South Partnership Programs and Peer-to-Peer Learning

Results Based Participatory Budgeting

Objectives:

- To develop a framework for a results-oriented PB process.
- To foster an understanding of focusing on results through resource allocation process.

Design:

- Conceptual analysis of PB and RBB
- PB and RBB, the case of Peru
- PB in Puno, case study as a study
- Framework for RBPB
- Testing of RBPB framework in Puno

Work Plan

Main Activities:

- Research: international and local literature on PB and RBB.
- Field Work in Puno: Surveys, interviews to key informants, Workshop, focus groups
- Translation of reports from Spanish into English
- Experts talk to receive feedback
- Second Field Work in Puno, to test the developed framework for RBPB
- Dissemination

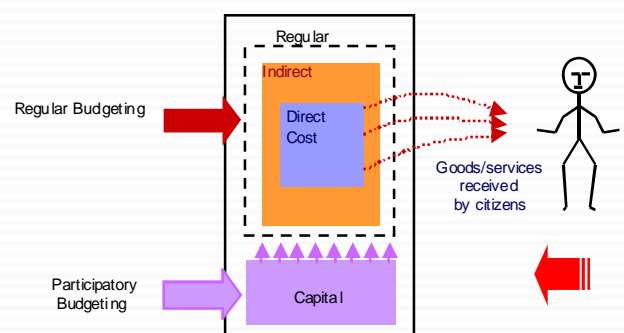
Main Findings

- PB process is not focus on results, instead it is focused on sectors or territories.
- PB does not take into account final outputs, linked to results, related to prioritized projects.
- PB is focused more on means (projects) than Ends (results).
- Participants represent more territorial or sectoral demands.
- Planning tools are also dominated by a sectoral or territorial views instead of results.
- All these, reduce the effectiveness of public expenditure

Lessons Learnt

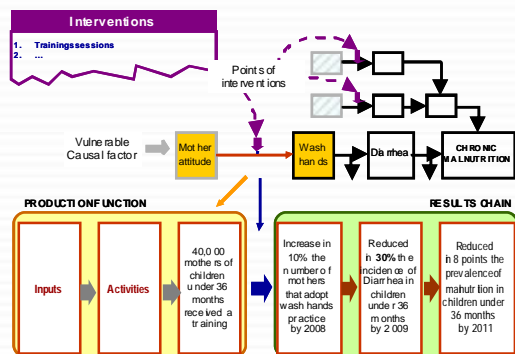
- To enhance Development, there is the need to change the way PB is conducted.
- There is the need to define priorities in terms of results.
- Selection of projects should be do based on the link they have with priorities in terms of results.
- Regional and local governments conducting PB should take in consideration the final output linked to the selected projects.
- Participatory monitoring at the local level should analyze results indicators and local provision of final outputs.

From results to allocation on PB



Conceptual Framework:

Logic Models and Peruvian Experience in Result Budgeting



Sub-Saharan African Experience

Uganda's experiences with PB

- Peoples' participation is enshrined in the constitution. This is implemented under the Decentralization Act.
- It is done through established structures; from the grassroots i.e. the sub-counties and Districts through representatives, and at the national level through their members of parliament.

Mechanisms for PB in UG

- Planning and budgeting cycle starts in May where stakeholders submit views on what to include in the national budget.
- At the national budget consultative meeting, district leaders are given the priorities for the next financial year.
- The process takes place between August and October. Indicative Planning Figures are developed, disaggregated and then sent to the respective sub-counties by October.
- Sub-counties and parishes mobilize their villages to organize meetings – consultative planning and budgeting meeting basically to identify projects they deem crucial to be implemented in their area.

Mechanism contd.....

- This information is then compiled, put it into monetary terms, and then weighed against expected income to see how activities can then be financed.
- The SDU II (Strengthening Decentralization II)- a USAID funded project, has supported local governments in enhancing participatory budgeting and planning in local governments in Uganda.
- It facilitates local governments in fiscal decentralization; giving them technical assistance in planning and budgeting process.
- It provides them with assistance at budget conferences at the lower level.

Challenges and Lessons

- The level of public participation in the monitoring and evaluation stage of Participatory Budgeting process is lacking.
- Participation is high at the identification level especially at the budget conference.
- However, people don't come back to monitor how resources were utilized.
- There is need to sensitize masses on monitoring activities as identified at the budget conference..
- The initiatives are still too small and do not affect enough political decisions.

- The biggest proportion of budget funds from the central government is pre-determined. Budget decision-making hence, focuses on the remaining funds.
- Participants should be allowed to make decisions about both spending priorities and the budgeting process itself.
- During deliberations, participation is not always representative or equal.
- It is problematic when those who participate do not accurately reflect the community's population.
- Finally, in order to make participatory budgeting effective, there is urgent need to develop strong local power bases.

Improving and Sustaining the Mutual Learning South-South Initiative

- Sustained coordination and support by the World Bank and MDP. This can be financial, technical or otherwise as has been with this inaugural effort.
- Exchange visits by Africa-Latin American members to share on site practical observations and experiences on matters of interest with regard to BP.
- Sustained joint projects between Africa and Latin America as has been in this case.
- Working in smaller but effective groups of Africa and Latin American members.
- The large groups proved difficult to coordinate and as it a result, only two of the initial group of seven proceeded with the project.
- Increased resources for a wider coverage and duration.