

# Reform of public financial management (PFM)

## KEY SUCCESSES

- + Development of toolbox injecting gender perspectives into EU Structural Funds
- + Involvement in creation of Public Expenditure and Financial Accountability (PEFA) framework for gender-responsive budgeting (GRB)
- + Participation in drafting of indicator SDG 5 c.1. (Proportion of countries with systems to track and make public allocations for gender equality and women's empowerment)
- + Cooperation with IMF on GRB training around the globe
- + Organisation of roundtable on "New PFM Perspectives" with global players (EU, IMF, PEFA Secretariat, Sida, ADA, etc) on how best to include GRB within PFM reform processes

## Services we can offer you ...

- A team of respected professionals highly experienced in PFM as well as the integration of GRB into PFM reform
- Support in the design of social and gender-responsive PFM reform
- Development of GRB programmes
- Cutting edge practical knowledge on application of new PFM tools
- PEFA assessments
- Assessments using the PEFA GRB framework
- Experience in using all GRB tools (OECD typology)
- Evaluation of PFM and GRB projects
- Training courses, workshops & seminars on PFM and GRB
- Costing and tracking system for gender equality

## The changing nature of public finance management

A core aspect of a country's governance system, effective PFM ensures the best fiscal and financial outcomes while contributing to sustainable development through sound economic management. PFM reform, including decentralisation, aims to achieve more effective, and efficient management of government revenues, expenditures, assets, and liabilities. More recently, PFM reforms have included transformative processes such as an increased focus on transparency and participation as well as inclusion of gender and social considerations. There has also been a stronger focus on involving citizens through open budgets and participatory budgeting processes. In recent years, international finance institutions have increased efforts to introduce gender-responsive budgeting (GRB) within PFM systems. Indeed, although more PFM institutional reform is needed to advance gender equality, around 80 countries around the world are engaged in some form of GRB work. When economic and political systems are more aligned with women and men's needs, they are more effective and accountable.

## At the forefront of this new perspective

NIRAS has been working in PFM for the last 15 years, particularly in support of national decentralisation processes and applying participatory planning and budgeting processes to better engage citizens and improve accountability and transparency. We have been actively involved in the latest PFM developments and played a key role in integrating social and gender equality considerations into PFM reforms, budget processes, and medium-term expenditure frameworks. Our team of PFM experts are among the few who have carried out PEFA assessments of GRB, and we have partnered with international players such as the IMF and the EU to increase awareness of how national budgets can be used to promote gender equality. Our robust experience in Ukraine implementing the world's largest GRB project has cemented our reputation as one of most experienced service providers in the field. Contact us today to discuss how we can support your needs.

“ Hats off to what you are doing there in Ukraine and Austria.”

**Former head of the IMF, Christine Lagarde, speaking at the Conference on Fiscal Policies and Gender Equality in reference to a comment on Ukraine and Austria's efforts to inject gender perspectives in national budgeting.**



NIRAS worked with the European Institute for Gender Equality (EIGE) to carry out an assessment of how gender budgeting is used in member state structural funds. The research helped to inform EIGE's future programming and work on supporting implementation of GRB throughout the EU. As deliverables, NIRAS produced reports on the state of play of gender budgeting in the EU as well as the budgetary process and potential for gender budgeting in the EU budgetary cycle, the Multiannual Financial Framework and the European Semester, and Member State structural fund programmes. NIRAS developed a toolkit offering guidance to Member States on how to apply gender budgeting in planning, implementation, and evaluation of Structural Fund programmes that has been translated into 22 EU languages. We also delivered a tracking system for gender equality commitments in Structural Funds, which is currently under consideration in the EU Commission.



## Gender-Responsive Budgeting (GRB) in Ukraine

Since 2013, NIRAS has been implementing the Sida-funded GRB project in Ukraine. The overall aim is to integrate gender budgeting processes into ongoing PFM reform in Ukraine. Gender budgeting tools are integrated into the regular budget process, performance-based budgeting measures, and the medium-term expenditure framework. This is being steered through new legislation and introduction of GRB tools and procedures. The project is designed to run concurrently on the national and regional levels to improve budget efficiency by better addressing women and men's service needs. In the beginning of 2019, the Ministry of Finance issued methodological recommendations on GRB for key spending units at state and local level. Thanks to collective efforts at all levels of government and the resulting outcomes, today Ukraine is recognised as one of the best practical illustrations of GRB.



200

Programmes analysed from a gender perspective



1700

Regional & municipal civil servants trained

“ [Gender-responsive budgeting] is about understanding that we should not stick to [a] unified approach. It is not about how to spend more money on women; it is about how to provide the service for women, men, children, elderly people, and people with special needs properly.”

**Ukrainian Finance Minister Oksana Markarova in an interview with PF International concerning the Gender Responsive Budgeting (GRB) project (2013-2020), which NIRAS implements on behalf of Sida.**



| Sample references   | Place      | Client                      | Years     | Value (€) |
|---|------------|-----------------------------|-----------|-----------|
| Ukraine local empowerment, accountability and development programme (U-LEAD)  | Ukraine    | EC                          | 2019–2020 | 4,000,000 |
| Help-desk to EU and EU Delegations on applying a gender-aware rights-based approach in all project development in accordance with EU policies   | Multi      | EC                          | 2018–2020 | 1,403,000 |
| Support to the Ministry of Finance in introducing and institutionalising gender-responsive budgeting at central, regional, and local levels   | Ukraine    | Sida                        | 2013–2020 | 7,521,110 |
| Support to the Agency for Gender Equality to strengthen institutional capacity to implement the National Gender Action plan, including support to introducing gender responsive budgeting | Kosovo     | Sida                        | 2016–2020 | 906,420   |
| Development of a gender budgeting framework for EU structural funds phase 2021–2027   | EU         | EIGE                        | 2018–2019 | 199,930   |
| Support to the establishment of an national Inter-Agency Commission on Gender Equality, including development of a gender budgeting implementation strategy                               | Georgia    | EC                          | 2017–2019 | 2,400,000 |
| Good financial governance and support to Supreme Audit Institutions (phase I & II) internal and external control and procurement and investment plans                                     | Mozambique | GIZ                         | 2015–2019 | 5,628,852 |
| Programme for agriculture and livelihoods in western communities Kenya, supporting good governance and local authorities capacity in planning and result-based management                 | Kenya      | MFA Finland                 | 2010–2018 | 5,245,597 |
| Good governance and state reform programme - subcomponent “strengthening of municipal performance” and “citizen-oriented state reform” (phase I & II)                                     | Peru       | GIZ                         | 2013–2017 | 2,426,247 |
| Institutional strengthening of environmental mainstreaming and climate change initiatives, assisting the Ministry on sound public finance management in the environmental sector          | Mozambique | Danida                      | 2011–2017 | 2,717,671 |
| Support to decentralisation and fighting poverty (phase I & II)   | Burundi    | GIZ                         | 2011–2017 | 2,611,000 |
| Promotion of local governance   | Mali       | GIZ                         | 2011–2014 | 2,526,706 |
| Introduction of gender-responsive budgeting in the Nordic countries   | Multi      | Nordic Council of Ministers | 2004–2006 | 342,000   |



### For more information contact:

Maja Bosnic, PFM Business Development Director,  
NIRAS International Consulting. Tel: +46 73 088 4950  
Email: majb@niras.com

[www.niras.com/development-consulting](http://www.niras.com/development-consulting)

Join our team of development practitioners in our goal to alleviate global poverty. Register your CV on our database: <https://cv.niras.com>