

# DEVELOPING REGIONAL STANDARDS FOR ROMA RESPONSIBLE BUDGETING (methodology)

Vienna, 26th of April 2018

Katja Lautar

# Final results

- „Manual“ covering procedures of proposed changes
  - How spending for Roma population is distributed?
- Legal proposals for successful implementation
  - How Roma problematic is taken into account?  
Which and who determines priorities?

via 3rd part when working in groups in every economy (NCP + MoF + LM..)

# What is Roma responsible budgeting?

- analyses of budget from Roma perspective
- disaggregation of budget in terms of impact on Roma population
- highlights gaps between policies (focused on 5 sector policies) & resources committed (lack of integration of strategic planning and budgeting process)
- should cover national levels

## Several steps

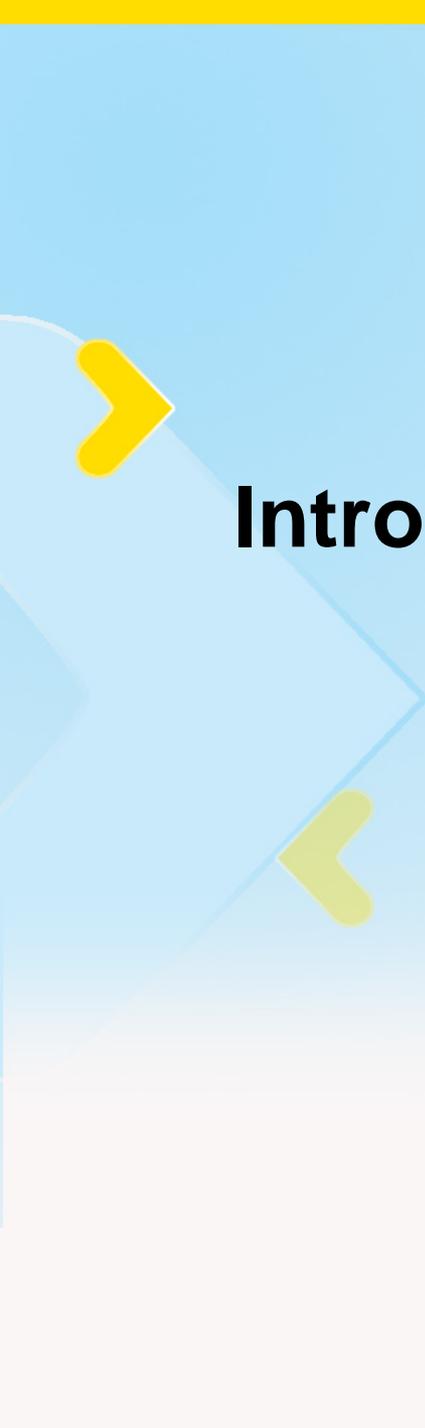
- *Collection of Roma sensitive data (done) from policy part*
- *Sensitization of policy makers*
- *Sensitization of planning and budget officers in the MoF and the budget departments of LM*
- *Training and capacity building*
- *Advocacy*
- *Institutionalizing Roma responsive budgeting (in line)*
- *Analysis of the Roma impact of existing revenues and expenditures*
- *(Increase the number of Roma population civil servants in budget decision-making)*

# Basic planning and budgeting cycle



*Draft recommendations for „Legal changes“, taking into account:*

- Political and bureaucratic commitment and the right attitude are required.
- Ministries of finance and sectoral ministries must take ownership.
- Awareness and capacity building need to be enhanced.
- Donors need to commit to longer-term involvement.
- Civil society organisations (CSOs) play an important role.
- Ongoing monitoring, review and appropriate data collection are required.
- Introduce budget monitoring template, based on monitoring key indicators of program performance, in relation to those specific programmes that address Roma integration issues.



# **Introduction to the intervention logic**

## *Assessing budget allocations*

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## The practical approach (part 2)

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- After the analysis all official documents, the goal is to identify the main activities, objectives and translate them into expected results, impacts and **allocate to them the resources**.
  - We connect the activities to the expected impacts by reconstruction of logical cause and effect relations (are relations logical?). **We have more ways to do it, we used the Logical framework.**
  - What is the logical framework approach?

# Introduction to the intervention logic

- The Logical Framework Approach is an analytical tool for objectives – oriented project planning and management.
- Using logical framework approach helps clarify:
  - the purpose of, and justification for a intervention,
  - identify information requirements,
  - clearly define the key elements of intervention, **analyze the project's setting at an early stage,**
  - facilitate communication between all parties involved (consultation process).

# Introduction to the intervention logic

- In the logical framework approach a development intervention is seen as causally linked sequences of events.
- These are described at the levels:
  - inputs,
  - activities,
  - expected results,
  - specific and
  - overall objectives.

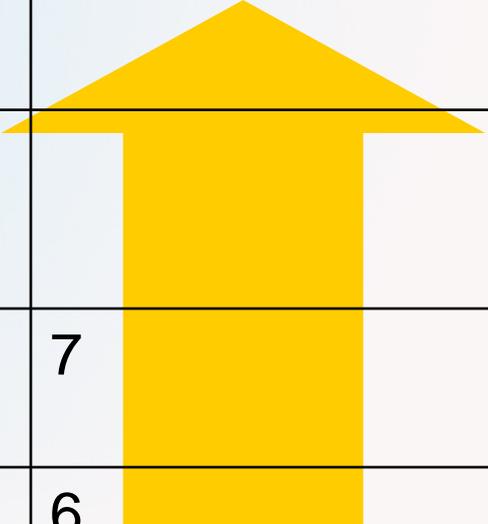
## Logical framework approach

ANALYSIS	PLANING
↓ Analysis of state of play, trends, »stakeholder«, swot,...	↓ Development of the matrix (inputs, activities, expected results, specific and overall objectives)
↓ Analysis of problems, issues (linkage between causes and effects)	↓ Planing of activities
↓ Analysis of goals (the situations after the implementation of measures , verification of the hierarchy of goals,..)	↓ Planining of resources
↓ Analysis of the strategy (did we covered all goals, what are the alternatives, which combination of measures will give the best results,..)	

## Logical Framework matrix

	<b>Intervention logic</b>	<b>Objectively verifiable indicators of achievement</b>	<b>Sources and means of Verification</b>	<b>Assumptions</b>
<b>Overall objectives</b>	<i>What are the overall broader objectives to which the action will contribute?</i>	<i>What are the key indicators related to the overall objectives?</i>	<i>What are the sources of information for these indicators?</i>	//
<b>Specific objective</b>	<i>What specific objective is the action intended to achieve to contribute to the overall objectives?</i>	<i>Which indicators clearly show that the objective of the action has been achieved?</i>	<i>What are the sources of information that exist or can be collected? What are the methods required to get this information?</i>	<i>Which factors and conditions outside the Beneficiary's responsibility are necessary to achieve that objective? (external conditions) Which risks should be taken into consideration?</i>
<b>Expected results</b>	<i>The results are the outputs envisaged to achieve the specific objective. What are the expected results? (enumerate them)</i>	<i>What are the indicators to measure whether and to what extent the action achieves the expected results?</i>	<i>What are the sources of information for these indicators?</i>	<i>What external conditions must be met to obtain the expected results on schedule?</i>
<b>Activities</b>	<i>What are the key activities to be carried out and in what sequence in order to produce the expected results? (group the activities by result)</i>	<b>Means:</b> <i>What are the means required to implement these activities, e. g. personnel, equipment, training, studies, supplies, operational facilities, etc.</i>	<i>What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?</i>	<i>What pre-conditions are required before the action starts? What conditions outside the Beneficiary's direct control have to be met for the implementation of the planned activities?</i>

# Logical framework matrix

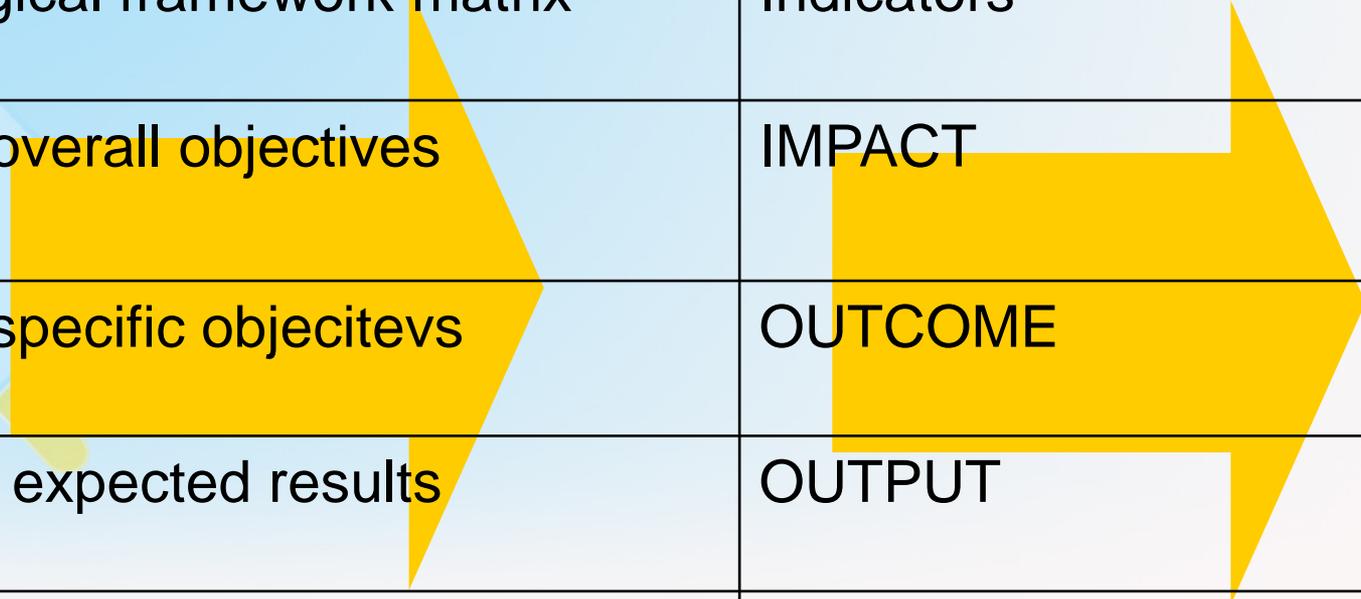


Intervention logic	Indicators	Sources and means of verification	Assumptions
Overall objectives <sup>1</sup>	8	9	
Specific objectives <sup>2</sup>	10	11	7
Expected results <sup>3</sup>	12	13	6
Activities <sup>4</sup>			5

# Logical framework matrix and indicators



Logical framework matrix	Indicators
➤ overall objectives	IMPACT
➤ specific objectives	OUTCOME
➤ expected results	OUTPUT
➤ activities	INPUT



# Indicators

- Input indicators: physical and financial inputs for the implementation of the activates
- The consequence of this inputs are measured on different levels (long-term, mid-term, short-term) and indifferent fields (economy, social policy,..):
  - Output – short term effects. Usually it is a mean for the achievement of the expected results
  - Result – is the consequence of outputs (mid-term)
  - Outcome – is long-term (mid – term) effect on which we do not have direct influence
  - Impact – is long term effect on the broader level of policy intervention



Labour market and active employment  
policy + Roma responsible budgeting  
- *example Slovenia*

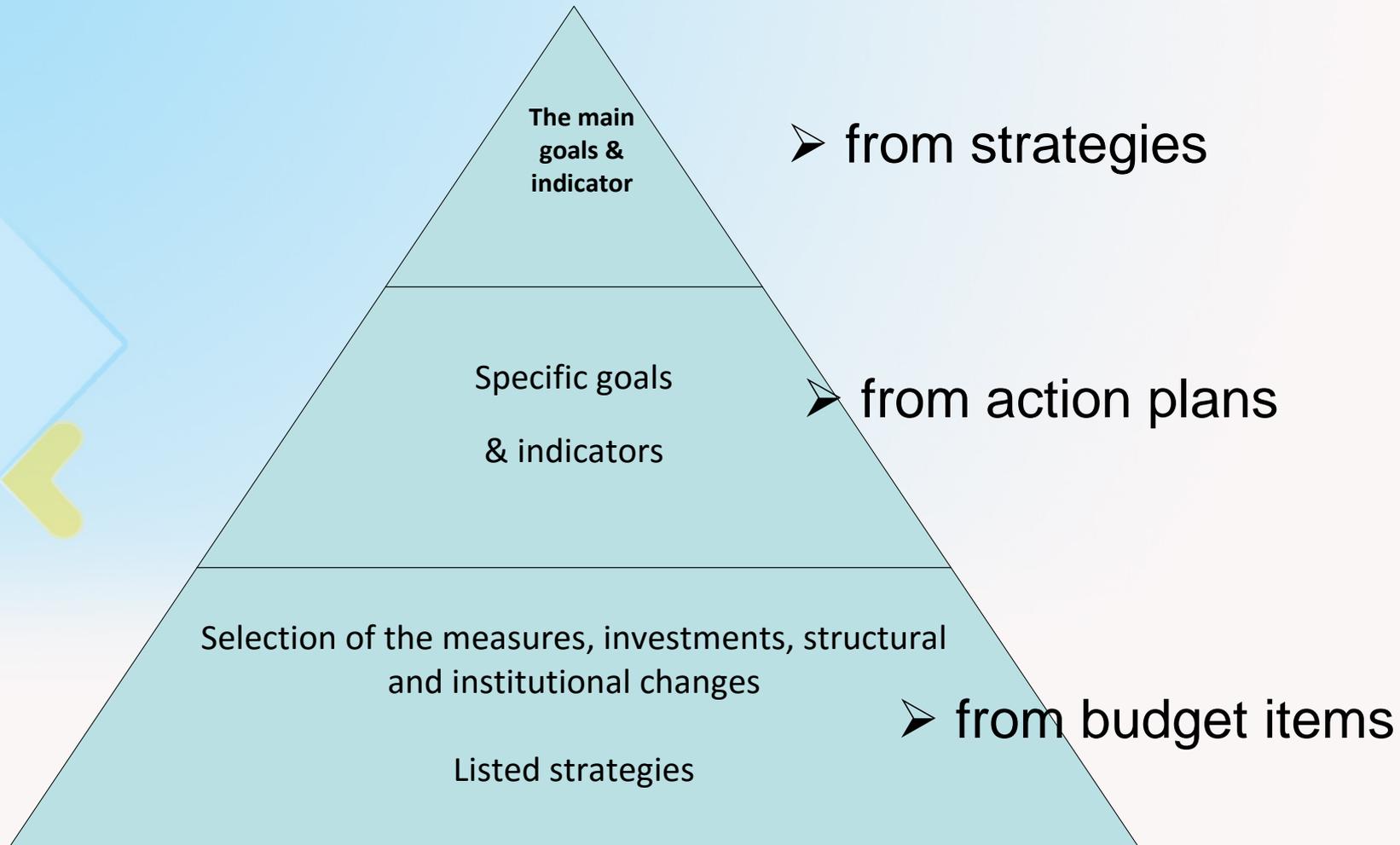
Programme: Active employment policy				
Sub programme – Training and education				
	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of Verification	Assumptions
<b>Overall objectives</b> 	<ul style="list-style-type: none"> <li>Higher employability of the individuals</li> </ul>	<ul style="list-style-type: none"> <li>Higher employment rates</li> <li>Number of employees as consequences of the participating in the programmes after 6 months</li> <li>Wage level before and after participating in the training</li> </ul>	<ul style="list-style-type: none"> <li>Survey</li> <li>Reports from implementing agencies</li> <li>Employers and individuals</li> </ul>	
<b>Specific objective</b>	<ul style="list-style-type: none"> <li>Increased employment rates for elderly (55 - ..)</li> <li>Decreasing of obstacles for transition between education and labour market</li> <li>Efficient functioning of educational market«</li> </ul>	<ul style="list-style-type: none"> <li>Outflow from unemployment to employment because of participating in the programmes</li> <li>Number of elderly participants - finished the programmes and employed</li> <li>Number of youth participants - finished the programmes and employed</li> </ul>	<ul style="list-style-type: none"> <li>Implementation institutions</li> </ul>	<ul style="list-style-type: none"> <li>Cooperation between the institutions</li> </ul>

<b>Expected results</b> 	<ul style="list-style-type: none"> <li>• Higher participation in the programmes (How much?)</li> <li>• Higher successful rates</li> <li>• Higher employment after the programmes</li> <li>• Better cooperation of PES with employers</li> <li>• Created system for anticipation of future skill needs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of participants/number of planned participants</li> <li>• Number of successfully finish programmes /number of participation</li> <li>• Number of outflow to employment after participating in the programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation institutions</li> <li>• employers</li> </ul>	<ul style="list-style-type: none"> <li>• In time prepared measures</li> <li>• Adequat assistance to aplicatns</li> <li>• Determination what is the sucsefull finalicaziton of the programmes</li> <li>• Sinergy between the programmes</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Implementation of the training and educational measures</li> <li>• Implementation of functional trainings</li> <li>• Implementation of formal educational training for unemployed</li> <li>• National qualification framework</li> <li>• Training of employees</li> <li>• Capacity building in the human recourse and scholarship fund</li> <li>• Creation of the system of anticipation of skill needs</li> </ul>	<ul style="list-style-type: none"> <li>• 50 mio EUR</li> <li>• Number of estimated participations in the programmes</li> <li>• Number of employers involved</li> <li>• Finalized expertise of the anticipation of the skill needs</li> </ul>	<ul style="list-style-type: none"> <li>• Ministry</li> <li>• PES</li> <li>• Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Employers needs</li> <li>• Responsibilities of the individuals</li> <li>• Administrative capacity</li> <li>• Cooperation between the ministries and implementing agencies</li> </ul>

## Integration of Roma into national labor market measures

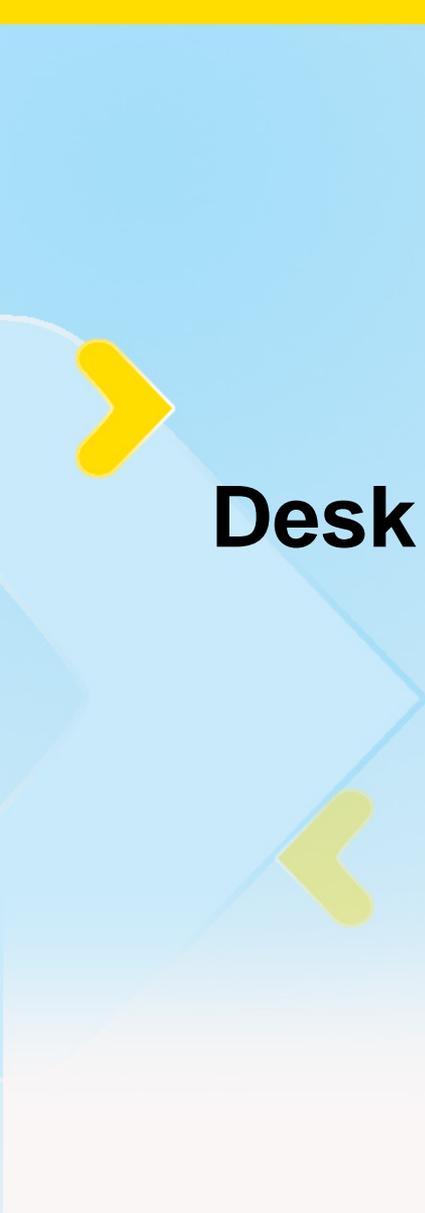
<i>Active labour market policy:</i>	<i>Holder / source data</i>	<i>Fin.resources</i>
1. training and education	Employment office	Integral Budget; ESF
2. incentives for employment	Employment office	Integral Budget; ESF
3. creating jobs	Employment office	Integral Budget; ESF
4. promoting self-employment	Employment office	Integral Budget
<i>Services for LM policy</i>	Employment office, concessionaires	Integral Budget
<i>career center(s)</i>	Employment office,	Integral Budget

# THE STRUCTURE OF THE ANALYSIS OF strategies (using the LFA), working groups



## Integration of Roma into national labor market measures

year	Planned assessment no. Roma inclusion	The planned indicative volume of budget in EUR
2017	2.450	1,5 mio
2018	2.500	1,5 mio
2019	2.450	1,5 mio



# **Desk research in economies (expert + NCP + MoF + LM)**

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# The practical approach (part 1)

- **process of planning is established:**
  - working groups for preparation of LFA matrix
  - multilateral negotiations
  - redefine the goals (IF necessary)
  - redefinition of measures
  - setting the indicators,
  - prioritising of measures,...
  
- **see examples in part 2 - LFA:**
  - Analysis of the goals of different strategies
  - Followed with to cases for active employment policy + Roma responsible budgeting
  - New set of the policy mix and target expenditures for „priorities“ & minorities, as results of the ongoing process of ex ante evaluation

## ➤ Budgetary planning and changes in budget preparation

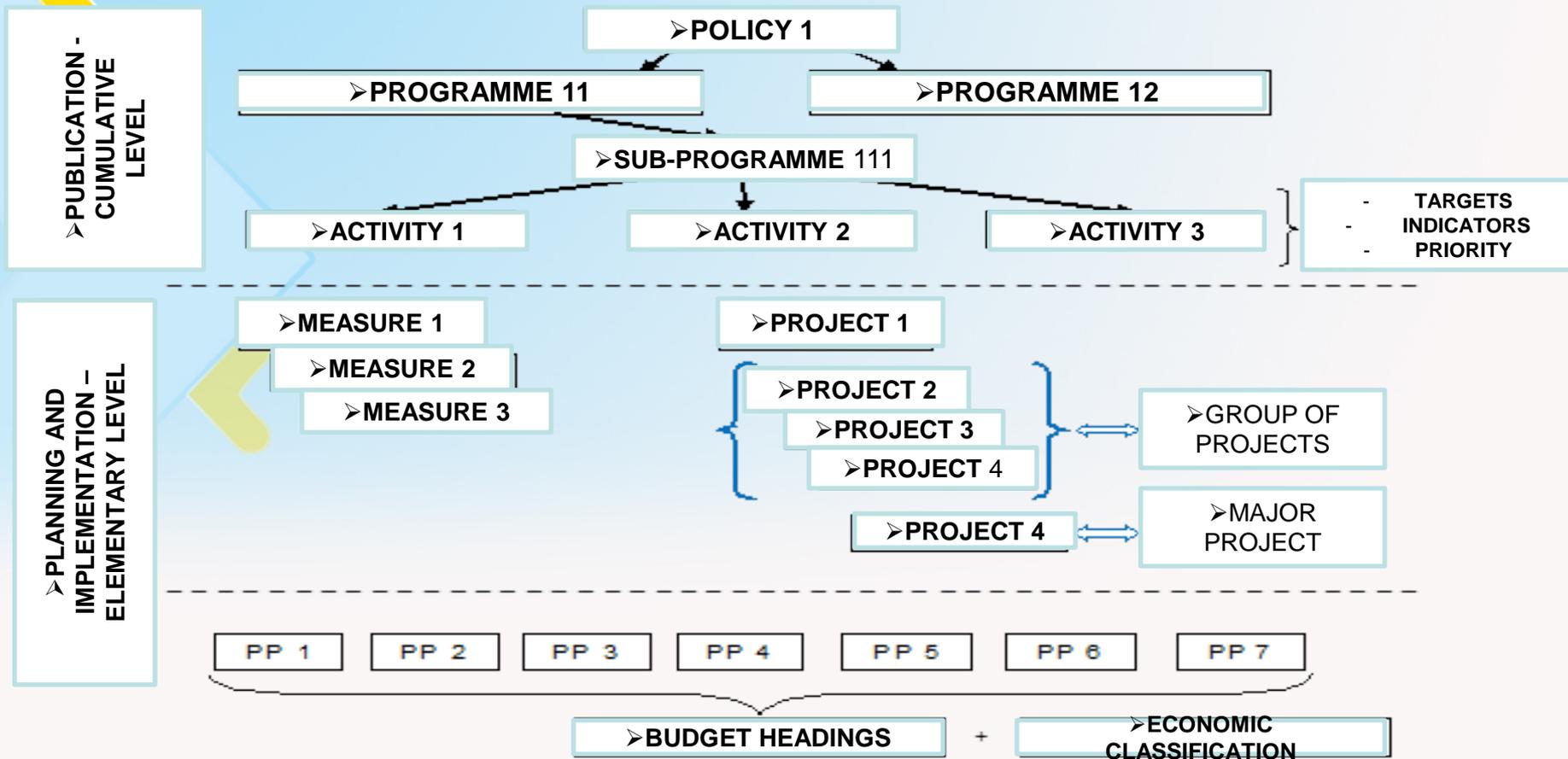
- Public Finance Act,
- Decree on Development Planning Documents and Procedures for the Preparation of the National Budget,
- the National Assembly's Rules of Procedure.
- Working groups on development planning and programme budget preparation → two-level preparation
- Setting priorities ?

## ➤ policy context:

1. Employment, 2. Housing, 3. Education 4. Health care sectors 5. Discrimination and civil registration:

- Are Roma responsibilities issues recognized by every specific sector?
- Are there special programs, subprograms to improve Roma responsible budgeting?
- Is quality of life (including decent living) addressed? Existence of anti-discrimination and de-segregation measures? Sport and Cultural activities?
- Are Roma population representatives involved in any sectoral or overall policy planning/implementation?
- Are any hindrances for certain groups (including Roma) to get access to social security addressed?
- Are policy makers and civil servants trained on how to deal with Roma population all over policy cycle and other issues in relation to Roma settlements?
- Are there any other measures relevant for Roma (improving day to day life of Roma citizens) financed outside the national budget (by different sponsors)? Is there possibility/clear mandate to include these measures into state budget and allocate state contribution also?

# Graph: Analysis of the budget cycle in the economy, dates



# IF not LFA, then budget item analyses

IF no, please analyze every budget items identified for every sector:

measure + legal act behind	leading partner (LM, sector)	indicator	source	starting value	estimated value	time for execution	fin.source	budget item
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Funding: year t-1	Plan		Realization	
Subprogramme name or budget item name/number	Amount	Percentage (%) from total budget	Amount	Percentage (%) from total budget
State budget				%
Donors /IPA				%
Other				%

Policy: Employment	2016 (Amounts)		2017 (Amounts)	
Subprogramme name or budget item name/number	Plan	RE	Plan	RE
In this box describe shortly what was the content of financing				

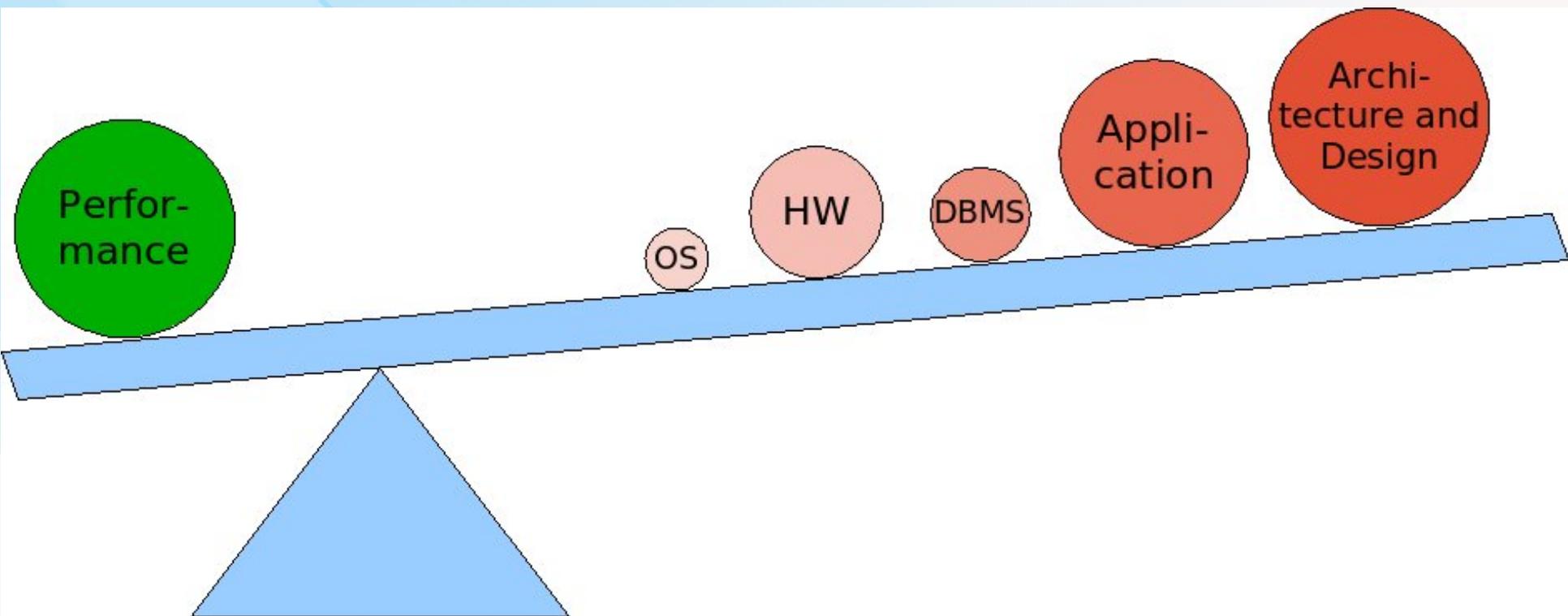
# SWOT for further instructions for budget integration

- A SWOT analysis provides a snapshot of budget process, looking at internal and external elements that can be helpful or harmful in the future. Those determine what strategic options are, and budget indicates which of them the economy can pay for.
- While your budget ultimately determines how much you can afford to address the opportunities and concerns reflected in the SWOT analysis, the decisions cannot just come down to the cash available and allocated.

The beginning of knowledge is the discovery of something we do not understand.

Frank Herbert

Thank you for attention!  
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# Usually budgetary routine:

- April The government adopts the Fiscal Policy Statement.
- May The Ministry of Finance issues the budget circular for spending units, fixing expenditure targets.
- Late July Spending units submit their requests to the Ministry of Finance for the upcoming budget year.
- September The Ministry of Finance holds negotiations with spending units. Macroeconomic projections for the forthcoming budget year are updated.
- Late October The Ministry of Finance submits the budget bill to the government.
- November The budget bill is submitted to Parliament.
- December The budget law for the upcoming year is adopted.