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**TRAINING FOR GOVERNMENT MDAS ON RESOURCE  
MOBILIZATION, RESPONSIVE FISCAL GOVERNANCE  
AND PARTICIPATORY BUDGET PROCESS FOR EFFECTIVE  
SERVICE DELIVERY AT THE SUB-NATIONAL LEVEL,**

# Outline of Presentation

- ▣ What is PFEM and the role of communities?
- ▣ What is the connection between needs assessment and PFEM?
- ▣ Does needs assessment affects fiscal impact at the grassroots?
- ▣ Can communities be involved in PFEM on behalf of the government at the grassroots?
- ▣ Who are the communities and who is the government?
- ▣ Windows of opportunity for demand and supply side
- ▣ Recommendations

# What is PFEM and the role of communities?

- ▣ Public finance expenditure monitoring, ordinarily, should encapsulate interest of communities
- ▣ Unfortunately, communities themselves have left “everything” for the government
- ▣ Government too, feels, the responsibility from the communities is a free ticket for control for the power of the purse
- ▣ This should be an all inclusive process, which should have a tripod for inclusive accountability, being: communities, civil society and the government
- ▣ In true sense, we are all indigenes of communities

# What is the connection between needs assessment and PFEM?

- ▣ A needs assessment is a part of planning processes, often used for improvement in individuals, education/training, organizations, or communities. It can refine and improve a product, such as, training or service a client receives. It can be an effective tool to clarify problems and identify appropriate interventions or solutions. By clearly identifying the problem, resources can be directed towards developing and implementing a feasible and applicable solution.
- ▣ Gathering appropriate and sufficient data informs the process of developing an effective product that will address group's needs and wants. Needs assessments are only effective when they are ends-focused and provide concrete evidence that can be used to determine, which of the possible means-to-the-ends are most effective and efficient for achieving the desired results.

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- ▣ Needs assessments can help improve the quality of policy or program decisions – thus, leading to improvements in performance and the accomplishment of desired results. Improving results – that is, moving from current to desired performance – is typically, a worthwhile and valuable effort. The results of a needs assessment can guide subsequent decisions – including, the design, implementation, and evaluation of projects and programs that will lead to achieving desired results for the common good of all.
- ▣ Needs assessment, therefore, is part of PFE architecture, which, both sides (government and communities) needs each other.

# Does needs assessment affects Fiscal Impact at the grassroots?

- ❑ Section 19 (I & ii) of the PPA 2007 reinforces the importance of stakeholders inclusion in the public procurement process at the Federal level. Section 13 (2.b) of the FRA reinforces this, with S.48 (1 &2) explicitly reechoing the importance of transparency and accountability in the fiscal process. S. 44 (1) of the FRA dwells on borrowing and places the importance to inclusion of communities on *cost- benefits analysis vis a vis social benefits...*
- ❑ The above means, no stakeholder is in competition with each other, beside for the collective good of society.
- ❑ MDAs, therefore, need clear situational analysis for fiscal interventions, just as communities themselves are obligated to provide needed fiscal and budget intelligence for developmental purposes
- ❑ States, wishing to provide the necessary framework can buy in. There are benefits within developmental corridors, which such subsidiary framework can ventilate...

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Situational analysis and needs assessment are inter-related. It is a comprehensive review of the situation at hand, providing an understanding of many contextual factors, such as the: types and extent of violence against women and girls, needs within the population, strengths and weaknesses of the services available, laws, policies and plans that exist to address the issue, resources available to address the issue, knowledge, attitudes and practices of key actors within different sectors and within the community, formal and informal systems of justice, conflict resolution and leadership capacity and training opportunities for key officials, either; in the security/police, justice and health sectors(duty-bearers), civil society and government, actors/stakeholders working on the issue of empowerment, livelihoods, among others, cannot avoid it.

# Can communities be involved in PFEM on behalf of the Govt at the grassroots?

- ▣ Government cannot exist without communities but communities can exist without government and evolving a new communal governance system
- ▣ What the above means, is that, every government needs a community to succeed. Any government that does not underline this fact, does so at own peril
- ▣ Communities are critically essential in PFEM at the grassroots. They hold the key for success for any democratic government and could so destroy a government electorally, if they are not please with it
- ▣ The role of communities in PFEM, should, therefore, be strengthened in the fiscal process



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- ▣ An example, is element of policies, institutions and processes that is receiving increased attention, which is, markets. Another example is credit institutions, which were particularly important in tsunami affected countries and for populations, affected by the earthquake in Pakistan. In emergency prone communities or countries with long term livelihoods programmes or in protracted livelihoods crises, an analysis of the wider policy and institutional context is more common, However, facts emphasized here is the connection between livelihoods and budget, which communities inclusion are very essential

# Who are the communities and who is the government?

- ▣ Communities are the government
- ▣ Government is run through trust by appointed or elected community representatives (Political Party's Zoning, Quota System, Collective Will et al)
- ▣ Government , therefore, is run through transferred communal (grassroots) electoral mandate to democratically mandated bureaucratic trust

# Windows of opportunity for demand and supply side

- ▣ Community participation in PFEM can promote public trust for a government
- ▣ Government officials can walk the streets with their shoulders high
- ▣ PFEM by communities can lessen costs and associated risk on monitoring and evaluation by MDAs
- ▣ Development agencies, donors, GrMs, MLIs do samples out communal views, among; some yardstick for development support to States or Fed Govt
- ▣ Both sides, can therefore, be the winner, through an evolving trust that can be promoted by participatory fiscal framework

# Recommendations

- ❑ Shadow budget groups should be encouraged by all the states in Nigeria
- ❑ Fiscal legal frameworks are needed for community inclusion and should be promulgated or strengthened, if it exist.
- ❑ Bureaucrats should encourage Chief Executives of their States, who cannot be everywhere or do everything at the same time, but must rather delegate. Ironically, when some of the MDAs or bureaucracy fails, the CEOs of the States are the ones to be held liable by communities or even anti-corruption agencies and at the same time could be blackmailed by some of the bureaucrats
- ❑ A strategic approach of overcoming this is by having the communities as critical witness in spirit and truth, through fiscal inclusion and participation in the fiscal processes, which can, therefore, set any Chief Executive free in the day of judgment before man

# End

▣ THANKS FOR LISTENING