

# **Strengthening Budget Preparation in Bangladesh (SBPB)**

## **Completion Note (Output Summary, Focus Group, and Survey Assessment Report)**

**December 2017**

**GOVERNANCE PUBLIC SECTOR & INSTITUTIONS**

**SOUTH ASIA**



## ABBREVIATIONS AND ACRONYMS

|        |  |
|--------|--|
| APA    | Annual Performance Agreements                                |
| APR    | Annual Performance Results                                   |
| BETF   | Bank Executed Trust Fund                                     |
| BMS    | Budget Management Specialist Course                          |
| DB     | Development Budget   |
| DMTBF  | Deepening Medium-Term Budget Framework                       |
| DSHE   | Directorate of Secondary and Higher Education                |
| FBE    | Forward Baseline Estimates                                   |
| FETA   | Finance Education and Training Agency of Indonesia           |
| FD     | Finance Division   |
| LMs    | Line Ministries  |
| MDTF   | Multi-Donor Trust Fund                                       |
| MTBF   | Medium-Term Budget Framework                                 |
| MOE    | Ministry of Education  |
| MOF    | Ministry of Finance  |
| MOH    | Ministry of Health   |
| MOPME  | Ministry of Primary and Mass Education                       |
| MTSBPs | Medium-Term Strategy Business Plans                          |
| NDB    | Non-Development Budget                                       |
| NTLA   | Non-Lending Technical Assistance                             |
| PC     | Planning Commission  |
| PD     | Power Division   |
| PEFA   | Public Expenditure and Financial Accountability              |
| PFM    | Public Finance Management                                    |
| SBPB   | Strengthening Budget Preparation in Bangladesh               |
| SOAS   | School for Oriental and African Studies University of London |
| SPEMP  | Strengthening Public Expenditure Management Program          |

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## Introduction

- 1. The Strengthening Budget Preparation in Bangladesh (SBPB) was a Non-Lending Technical Assistance (NLTA) support to the Finance Division (FD) of the Ministry of Finance (MOF) and selected Line Ministries (LMs).** The SBPB work was agreed with the World Bank (WB) in the context of the new Public Finance Strategy (PFM) 2016-2021. The SBPB is part of the Strengthening Public Expenditure Management Program (SPEMP) and the associated Multi-Donor Trust Fund (MDTF)<sup>1</sup>. The FD and the WB considered that some of the areas of the Deepening Medium Term Budget Framework (DMTBF) project (P117248) closed in 2014 were worthy to continue through technical assistance (TA) activities. Among the indicated areas were: (i) Term Budget Framework (MTBF)/Ministry Budget Framework (MBF), the Medium Term Strategic Business Plans (MTSBPs), and Annual Performance Report (APR) preparation.
- 2. The SBPB modality of implementation was through a Bank Executed Trust Fund (BETF) and the core of the technical assistance was through an external consultancy firm: ECORYS Netherlands which was selected through a competitive process in 2015.** ECORYS started mobilizing teams in September of 2015 and lasted until November 2016. In addition, the NLTA included the participation of Bank's experts and consultants' as peer-reviewers of the SBPB main deliverables. Finally, the NLTA included a technical support for drafting a road map/ action plan for the PFM Strategy implementation completed in March 2017.
- 3. In order to assess the potential benefits, impact, and ways forward of the NLTA** the FD and the WB decided to assess the SBPB work during the budget preparation of FY018. Hence, the main objective of this report is to summarize the SBPB main deliverables as well as the assessment of a focus group of involved stakeholders in July 2017. (See Attachment 1)

## PFM Context

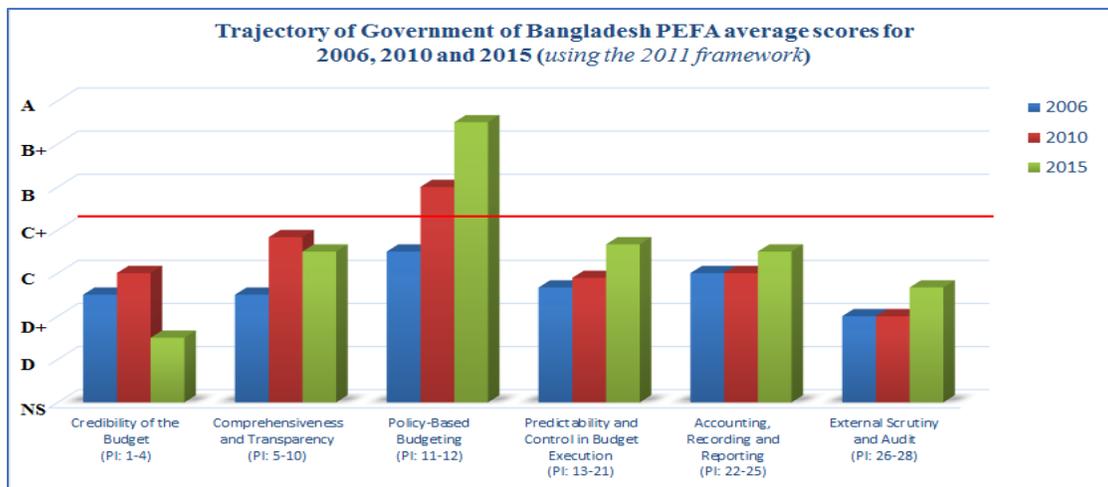
- 4. The SBPB is part of the Government efforts to improve and modernize the PFM systems of the country, in particular, on budgeting aspects related to the Medium-Term Budget Framework (MTBF) improvement.** The MTBF has been introduced since 2011 as part of the PFM reforms to make the budgeting processes more sustainable and meaningful. Nevertheless, the MTBF has been lacking more strategic content. It is still challenging to link better the sectors' strategic objectives and goals to the inherent budgeting process. In this context, the main objective of the SBPB work was to enrich the MTBF and propose some recommendations to address some longstanding issues in the budget preparation. On the latter, the dual budgeting system in Bangladesh of the Non-Development Budget (NDB) led by the FD and the Development Budget (DB) led by the Planning Commission (PC) makes the budgeting processes complex and burdensome.
- 5. Improving budgeting processes remains as a critical activity in the PFM reforms arena.** The Public Expenditure and Financial Accountability Assessment (PEFA) was completed in December 2016 to identify gaps as well as inform the development of the PFM Reform Strategy (2016-2021). The PEFA scores for 2015, when compared to 2006 and 2010, show a continued overall improvement in performance, particularly in relation to execution, accounting, and auditing (see Figure 1). Individual performance indicators revealed improvements in seven areas, while 14 remained the same and seven deteriorated. In particular, the downgrades highlight a weakening of comprehensiveness, transparency, and budget

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<sup>1</sup> Strengthening Public Expenditure Management Program (SPEMP) - Multi-Donor Trust Fund (MDTF) was led by the World Bank and supported by the Canadian International Development Agency, the United Kingdom Department for International Development (DFID); and the European Commission as the Donor Partners (DPs). The governance structure of the MDTF centers on the Joint Government Donor Committee (JGDC) which decides on the use of the MDTF resources. Three recipient executed packages on Medium-Term Budgeting/IFMIS, Auditing, and Legislative Oversight were financed under the SPEMP. In addition, a Bank-executed technical assistance for Supporting Budget Preparation in Bangladesh (SBPB) to improve the links between the planning with budgeting has been completed. Finally, GoB has financed the on-going PFM for Social Protection Project.

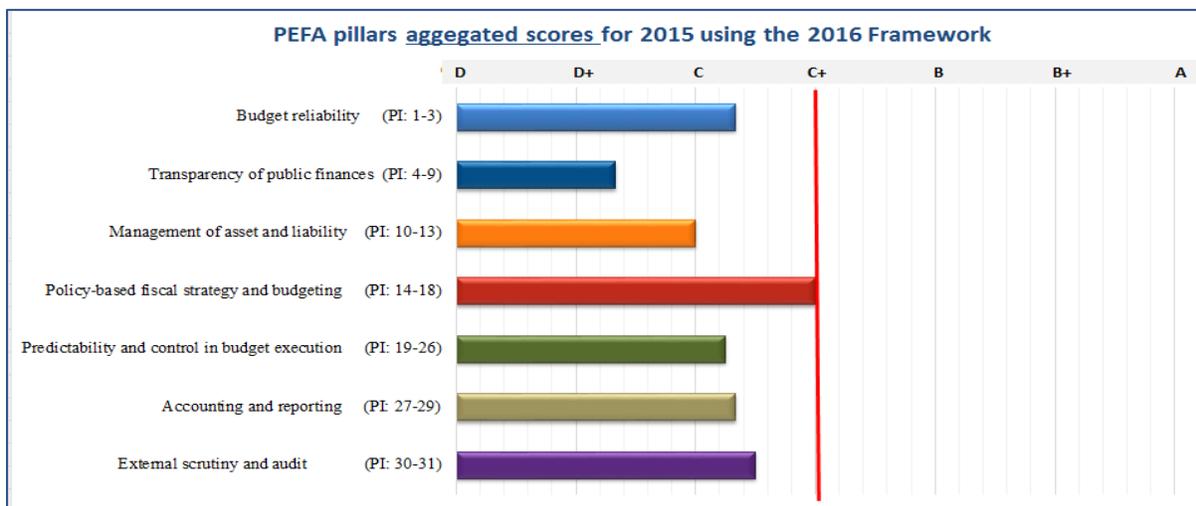
credibility, reflecting the need to strengthen and modernize institutions for budgetary management and financial accountability. These limitations adversely affect the institutional performance and delivery of services to citizens.

**Figure 1: Trajectory of PEFA scores (averaged over 2006, 2010 and 2015)**



6. Using the 2016 framework, which has tougher benchmarks, the PEFA shows Bangladesh’s overall performance in PFM is below average for six out of seven pillars (Figure 2).

**Figure 2: PEFA aggregated scores for 2015 using the 2016 PEFA Framework**



### SBPB Scope and Deliverables

7. **The SBPB targeted four LMs and the FD as the main counterpart:** (i) Ministry of Education (MOE); (ii) Ministry of Primary and Mass Education (MOPME); (iii) Ministry of Health (MOH); and (iv) Power Division (PD). These ministries/division were selected based on the following criteria: (i) degree of engagement in on-going PFM reforms initiatives; (ii) LMs share of the total budget; and (iii) aid volume as share of LMs budgets. On the latter, PFM reforms and adequate budget management capacity is critical to sustain inflow of external resources. Table 1 presents the main SBPB deliverables:

**Table 1: SBPB Main Deliverables**

| No. | Task/Deliverable  | Comment  |
|-----|---|--|
| 1   | Inception Report and training activities  | The inception report objective is to depict the SBPB work to assist the FD and the four LMs in improving their budget preparation. The inception report also includes the Capacity Activity Plans (CAPs) for the FD and the selected LMs. The CAPs established a baseline scenario including a gap analysis in aspects related to: (i) budget preparation in the context of the MTBF and MBF; (ii) use of Forward Baseline Estimates (FBEs); (iii) capacity to report performance and budget execution; and (iv) capacity to introduce, manage and maintain change. Initial finding and priorities were validated during a workshop with the FD and LMs. On the Bank side the peer reviews were Gert Van der Linde, Lead Financial Management Specialist and Ivor Beazley, Sr. Public Sector Specialist.   |
| 2.  | i. Results Framework, ii. Action Plan, iii. Timeline, iv. draft MTSBP (Medium Term Strategic Business Plan) | The deliverables refer to the results framework of the SBPB four components: (i) support to the FD and the LMs; (ii) support to the LMs; (iii) training and capacity building; and (iv) project assessment. In addition, an action plan is detailed including a time line of the activities, pilots, and outcomes. Finally, a first draft of the Medium Term Strategic Business Plan (MTSBPs) were included. The task team based in Dhaka reviewed and provided feedback.  |
| 3.  | Revised MTSBP guidelines and Revised FBE (Forward Baseline Estimates)—working papers.                       | The revised MTSBPs guidelines sets out an strategic as well as an operational framework for the implementation of the MTSBPs in a line ministry or division. The MTSBPs play two main functions: (i) lay out a five-year strategic plan, demonstrating how the Ministry or division will achieve its longitudinal goals and objectives; and (ii) provide a business plan for how these goals will be operationalized on an annual basis within the ministry’s fiscal resource envelope. The MSTBPs guidelines provides a step-by-step guideline to improve the MBTF and the MBF by linking the planning to the budgeting priorities. The working papers sets out the conceptual approach for the FBEs use including critical definitions and actions for their implementation. On the Bank side the peer reviews were Gert Van der Linde, Ivor Beazley, and Theo Thomas, WB Economic Advisor, OPSPQ, (former lead Public Financial Management Specialist in Indonesia, worked in Brussels thereafter) and peer reviewer of FBEs. |
| 4.  | Final revised MTSBP guidelines and FBE guidelines   | The final deliverables of the MTSBPs and FBEs guidelines provide a detailed description about how a LMs can use and operationalize the planning instruments to improve the budget preparation within a medium-term fiscal constrain. On the Bank side the peer reviews were Gert Van der Linde, Ivor Beazley, and Theo Thomas.   |

| No. | Task/Deliverable   | Comment   |
|-----|--|---|
| 5.  | Documented FBE pilots Ministry of Health and Ministry of Primary Education         | The deliverable summarizes and describes the piloted FBEs in the indicated LMs. It explores the ways forward for adopting the FBEs as the main basis for producing the budget estimates for the NDB and the DB. It reviews the way LMs and the FD produces the budget estimates figures and propose guidelines for their improvement. The FBEs main purpose is to help the LMs in establishing baseline budget estimations especially by estimating the DB estimates. Once the FBEs are adopted it is expected the budget credibility will improve. The outcomes of the pilots were validated with the involved LMs through several workshops. The task team based in Dhaka reviewed and provided feedback.   |
| 6.  | Change Management processes and procedures   | The deliverable sets out the process and procedures for developing an overarching Change Management Strategy and more detailed Change Management Plans. The latter supports the implementation of actions contained in the PFM Reform Strategy 2016-2021 and Ministries' MTSBPs, and any project that affects how people work and relate to each other. On the Bank's side Mayra Alfaro De Moran, Senior Private Sector Specialist, IFC (MA) provided feedback as peer reviewer.  |
| 7.  | Documented guidance on the role of FD and PC                                       | This deliverable examines the extent of linkage between the DB and the NDB and presents options for improvement. The purpose of the paper is to facilitate discussion by highlighting issues and making recommendation on a way forward to improve DB and NDB linkages. This will require close collaboration between FD and PC. A number of auxiliary working papers have also been produced; (i) Working Paper 1: Unified Budget Calendar; (ii) Working paper 2: Forward Baseline Estimates and Development Budget/Non-Development Budget Linkages; (iii) Working paper 3: Composition and Terminology; and (iv) Working paper 4: Medium Term Strategy and Business Plan (MTSBP) and Sector Strategy Plan (SSP) Linkages. On the Bank's side Victor Zafra, International Expert on linking DBs and NDBs provided feedback as peer reviewer. |
| 8.  | Final Report on Training IPF   | This deliverable represents the Final Capacity Building Activities Report, covering results of the various capacity building activities including (i) classroom training; (ii) advanced training abroad; (ii) lecture series; (iii) peer learning; and (iv) online training. The task team based in Dhaka reviewed and provided feedback.   |
| 9.  | Document MTSBP & APR (Annual Performance Report) preparation for comment for 4 LMs | This deliverable presents the final report for the MTSBPs piloted in the four LMs and a working paper for a policy on a unified Annual Performance Agreement (APA) and Annual Performance Report (APR). However, a government-wide performance monitoring and evaluation system (GPMES) would require, in addition to the APA and APR, capturing line ministry/division (LM) Annual Reports, Ministry of  |

| No. | Task/Deliverable | Comment   |
|-----|------------------|---|
|     |                  | Planning's Implementation Monitoring and Evaluation Division system (IMED), Supreme Audit LM performance reports, and the Right to Information (RTI) requirements. The task team based in Dhaka reviewed and provided feedback. |
| 10. | Final report     | This deliverable summarizes the NLTA work implemented and provides recommendations for ways forward. Peer reviewers on the Bank's side were Gert Van der Linde, Victor Zafra, and Juan Jose Neyra, WB International Consultant. |

### Focus Group Responses

8. The assessment methodology was based on: (i) a one-day workshop; and (ii) the completion of a survey form. The SBPB assessment included: (i) project management; (ii) technical features; and (iii) key lessons learned. It is important to note that the Focus Group comprises main stakeholders of the LMs represented by budgeting and planning officials. It was to this group that a Survey was applied to assess the quality of the TA delivered.

### *Workshop and Survey*

9. **The FD organized a one-day workshop on June 15, 2017 as part of the completion of the deliverables under the NLTA of the SBPB.** The main purpose of the workshop was to gather stakeholder feedback for the technical assistance provided under the SBPB Project. The workshop was organized by the FD. The workshop was attended by representatives from the four LMs that received TA under the SBPB project. In particular, the workshop targeted the assessment of the MTSBPs as they did not coincide with the budget preparation calendar of FY016/017 but they were piloted for the FY017/018. Same is true in the case of the Forward Base Estimates (FBEs). The Survey was designed to collect the SBPB stakeholders' feedback more systematically. It does not have the intention of being statistically representative about PFM reforms in the country. The Survey's outcomes were processed as fulfilled survey's forms were submitted to the task team for further tabulation and results' assessment and interpretation.

10. **In general, in the workshop the feedback from participants was positive.** In particular, the FD pointed out that the capacity building components under the SBPB were very well received by the ministries and participants were said to highly benefit from the training activities. Therefore, it was evident that there is appetite for similar capacity building components. On the MTSBPs and FBEs guidelines, the FD emphasized to all the four LMs representatives that it is critical to assess the current situation of the indicated guidelines with a view of their fully adoption in the future.

11. **A comprehensible survey was designed to facilitate and compile the perceptions of involved stakeholders about the benefits of the SBPB work.** (See attachment 2) The survey was circulated prior to the workshop, explained during it, and responses were received until mid-July 2017. A total of 15 surveys were submitted and were responded nine which represents 60 percent of responses from all four LMs.

### *Survey: Project Management Aspects Responses*

12. The average response for overall project design varied from **satisfactory to very good**, with most respondents agreeing that the project design was good. Project implementation progress was deemed to be **good to very good** on average. The involvement of the FD was considered between **good to very good** on average.

13. **Responses commented that the added value from the ECORYS consultants focused on providing technical support to the members of the Working Group (WG) and other relevant officials at the Ministry and Directorate levels.** In addition, the SBPB Consultant Team prepared MTSBP Guidelines, FBE Guidelines and other documents, which helped WG members and other officials in collecting information as well as preparing Draft MOE MTSBP 2016-20. The consultants also helped the Power Division to prepare the MTSBP Guidelines.

14. **In the perspectives of the FD and the LMs, the quality of engagement of ECORYS and the value addition by the WB were rated between good to very good by the majority.**<sup>2</sup> For example, in addition to funding the TA Project, it was mentioned WB made available relevant documents about the PFM reforms and Public Investment Management (PIM) reforms in Bangladesh. These helped the SBPB consultancy to conceptualize and frame some deliverables such as the MTSBPs, Results Monitoring and Evaluation, and Change Management more adapted to the country and PFM contexts. WB were actively engaged in documenting various deliverables under the project including the MTSBP guidelines earlier mentioned. Several discussion sessions with the consultants and the WB helped FD officials improve their understanding of various aspects of PFM reforms and international best practices.

15. When asked about the key **institutional constraints** that were slowing down project implementation, the FD and LMs identified the following:

- The new reform initiative put additional pressure on the already overburdened members of the WG as well as other relevant officials at the Ministry and Directorate levels who were involved in gathering necessary information and/or preparing Draft MOE MTSBP.
- Lack of interest of LMs staff and senior management.
- Poor involvement of maximum number of officers.
- Frequent movement of consultants.
- Lack of professional knowledge and capacity/lack of prior experience of project directors.
- Lack of availability of competent and committed officials at the Ministry and Directorate levels to take responsibility in the new reform initiative.
- Sudden resignation of the MOE International Team Leader at the middle of the project-it took about 2 months to find a replacement.
- Lack of ownership of the new reform initiative at the Ministry and Directorate levels.
- Intermittent monitoring from FB and the WB.
- Very short time duration.
- Lack of proper planning.
- Failure to follow the work plan
- Overlapping of this one year duration project's closing (June 2016) with 4h quarter (April-June) of the Financial Year, when most of the officials at the Ministry and Directorate were passing busiest time of the FY.

16. **When asked how well these constraints were addressed under the SBPB Project, most respondents rated it to be satisfactory.** When asked how these constraints could be better addressed, the following recommendations came up:

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<sup>2</sup> The distinction and boundaries between “good” and “very good” is in a certain way arbitrary and responders will use one instead of the other depending on how strong they perceive that an outcome could be assessed as “very good” rather than “good”.

- To select a balanced team representing relevant Wings/Units of the Ministry and Directorates and develop/transform them as Agent of Change Management through appropriate capacity building.
- To identify a few Champions among senior official of the Ministry and Directorates who will own and take the lead in the new reform initiatives and develop them accordingly.
- Longer project duration with provision of increased in-country Person Months/Days for the International Consultants.
- Ensure regular performance by the FD and the WB.
- More capacity building assistance focused on project management.
- Intensive communication should be established with the LMs during the project inception phase.

***Survey: Technical Features Responses***

17. **The overall progress of the MTSBPs, FBEs, linkages between Development and Non-Development Budget, Change Management and Capacity Building were rated between good to very good.** The four LMs MTSBPs were drafted in each pilot LMs. With the technical support from the Consultant Team, the MOE Working Group (WG) prepared a Draft MTSBPs for the Ministry of Education. They also collected necessary information on FBEs and the linkage between Development and Non-Development Budget. However, due to the sudden resignation of the original International Team Leader and some other constraints such as lack of cooperation from officials at Directorate of Secondary and Higher Education (DSHE), overburdened officials, busy schedule during fourth quarter of FY, shorter duration of the project, and others, the WG could not completed the draft properly.

18. **However, progress very much depends on whether these MTSBPs were used in FY17-18 budget process.** Likewise, FBE Guidelines were piloted in two LMs, but whether these Guidelines will be used going forward depends on whether FD find the FBE approach acceptable, and formally adopt the Guidelines. Good progress was made in restarting engagement between FD and PC on DB/NDB coordination, but this has stopped since the project ended. Next steps for the preparation of Change Management Guidance was prepared, but no further moves have been taken in this regard. Finally, delivery of the Budget Management Specialist (BMS) course, visit to the Finance Education and Training Agency (FETA) in Indonesia, online PFM course from School for Oriental and African Studies (SOAS) of the University of London as well as the Lecture Series at the FD was very successful in terms of learning outcomes.

19. **As indicated in the MOE, a draft MTSBP was prepared.** They also collected necessary information on FBEs and Linkage between DB and NDB. Moreover, the three Ministry's goals which can be treated as Education Sector goals (i.e. improve equal participation in education, improve quality of education, and improve governance and transparency) along with other number of sectors' objectives have been formulated. The goals and objectives are further elaborated across five levels of types of education i.e. Secondary Education, Technical and Vocational Education, Higher Education (Colleges), University Education, and Advanced Research and Governance at Central level and its subordinate Directorates, Departments, Agencies and Commissions.

20. **SBPB is said to have enhanced the GOB's planning abilities through the MTSBPs.** LMs are better able to plan for the medium-term time horizon, and through the FBEs, FD and LMs are better able to estimate future recurrent expenditure, which helps to smooth the hiring staff as well as making payments for recurrent expenditure, enabling the realization of benefits to public investment.

21. **SBPB has also allowed the LMs to look at strategic sector goals through the MTSBP template-they can look at strategic sector goal under the 'Ministry Medium Term Strategy.'** Initiatives to link resource allocation with strategic priorities have been strengthened.

## 22. What should similar future TA take account of?

- Take account of change management and capacity building components.
- Identify and develop core groups of officials across the Ministry and Directorates. Then gradually MTSBP, FBEs and linkage between Development and Non-development budget should be introduced.
- New Budget and accounting classification implementation.
- PFM initiatives should be spearheaded from FD but a greater involvement of the LMs should be ensured.
- MTSBPs, FBEs, Linkage between DB and NDB, change management and Capacity Building should continue.
- Participation from Energy & Mineral Resource should be ensured. Otherwise power sector development planning will remain incomplete. To ensure proper utilization of MTSBPs document a distinct kind of institutional framework can be developed for the Power sector.
- A framework for measuring performance can be developed. Moreover, consultants should be more experienced and more aware about national perspectives/ the political establishment .

### *Survey: Key Lessons Responses*

#### 23. Key lessons learned:

- Build in sufficient time to engage with FD-this might mean a trade off with the number (and speed) of delivery of project outputs, but will go much further towards building ownership of reform within FD.
- Be realistic about how much can be achieved, and who will take the lead – if the desire is to get FD to take a meaningful lead on developing key outputs, then sufficient time needs to be allowed.
- Importance of good communications and a strong working relationship with FD is critical to get things moving and project implementation.
- Reform process is usually slow. Therefore, approach should be slow but steady. Subcomponents of reforms should be introduced gradually i.e. step by step.
- Most respondents were satisfied with the overall project and expressed that they would like an extension of the project with **changes in design and approach**. On an average, government counterparts were satisfied with the SBPB engagement.

### *Next Steps*

24. Based on the survey's outcomes, the next step for the task team will be to finish the Completion Report which will also incorporate the quality of the Bank's intervention in the TA delivery. The Completion Summary Report will describe in more detail the next steps in terms of further Bank's interventions in the PFM reform arena based on lessons learned, and expectations and ownership from the GOB. On the latter, one critical input will be the results of the Survey presented in this report.

**Attachment 1: SBPB Assessment Workshop Minutes of June 15, 2017**

**Enclosed PDF file: SBPB\_MINUTES\_ASSESMENT\_JUNE\_2017**

**Attachment 2: SBPB Assessment Survey**

**STRENGTHENING BUDGET PREPARATION IN BANGLADESH (SBPB) PROJECT**  
QUESTIONNAIRE: Project Completion Assessment

**PART I: PROJECT MANAGEMENT**

1. In your opinion, how was the overall project design?  
 Poor  Satisfactory  Good  Very good  Excellent
2. In your opinion, how was the overall project implementation progress?  
 Poor  Satisfactory  Good  Very good  Excellent
3. How would you rate the involvement of the Finance Division?  
 Poor  Satisfactory  Good  Very good  Excellent
4. In your opinion, how was the quality of engagement of the World Bank?  
 Poor  Satisfactory  Good  Very good  Excellent
5. In your opinion, how was the quality of engagement of ECORYS (consultancy services)?  
 Poor  Satisfactory  Good  Very good  Excellent
6. How was the value addition by the team of consultants?  
 Poor  Satisfactory  Good  Very good  Excellent
7. What was the value addition by the consultants and the World Bank? Please elaborate.

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8. What were some of the key institutional constraints slowing down project implementation? Please list.

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9. How well were these constraints addressed under the SBPB Project?  
 Poor  Satisfactory  Good  Very good  Excellent
10. How can these institutional constraints be better addressed during future TA?

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11. How would you rate the ownership of the Project on the Government's part?  
 Poor  Satisfactory  Good  Very good  Excellent

**PART II: TECHNICAL FEATURES**

12. How would you rate the progress of: a) MTSBP b) FBEs c) Linkage between Development and Non-Development Budget d) Change Management e) Capacity Building?

- MTSBP  
 Poor  Satisfactory  Good  Very good  Excellent
- FBEs  
 Poor  Satisfactory  Good  Very good  Excellent
- Linkage between Development and Non-Development Budget  
 Poor  Satisfactory  Good  Very good  Excellent
- Change Management  
 Poor  Satisfactory  Good  Very good  Excellent

Capacity Building

Poor  Satisfactory  Good  Very good  Excellent

13. Any additional comments with regard to your Answer to Question 12?

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14. According to you, how was the quality of the deliverables of the SBPB Project?

Poor  Satisfactory  Good  Very good  Excellent

15. Has the SBPB Project prompted change in your wing/department/division/ministry?

Yes  No

16. If yes, then how? Kindly elaborate with supporting evidence.

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17. Was the training provided during this TA (lectures series, specific training, capacity building) helpful for: a) skills enhancement and b) the improvement of knowledge regarding PFM?

Yes  No

18. Has this TA improved or helped to enhance GoB's planning capabilities? If yes, how? Please elaborate with specific examples.

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19. Has SBPB allowed the FD/LM to look at the strategic sector goals? Give example.

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**PART III: ADDITIONAL REMARKS**

20. How would you rate the overall quality of the Project?

Poor  Satisfactory  Good  Very good  Excellent

21. How would you rate the overall relevance of the Project?

Poor  Satisfactory  Good  Very good  Excellent

22. How were the deliverables of SBPB Project accounting for the institutional limitations/constraints?

Poor  Satisfactory  Good  Very good  Excellent

23. How would you rate the lessons learned from SBPB project?

Poor  Satisfactory  Good  Very good  Excellent

24. Would you like greater engagement with the SBPB Project?

Yes  No

25. As a government counterpart, how satisfied are you with the SBPB Project?

Poor  Satisfactory  Good  Very good  Excellent

26. Would you recommend an extension of SBPB Project?

Yes  No

27. What should future TA take account of? Please elaborate.

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28. In your opinion, what are some of the key lessons learned from the SBPB project?

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29. Additional comments

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