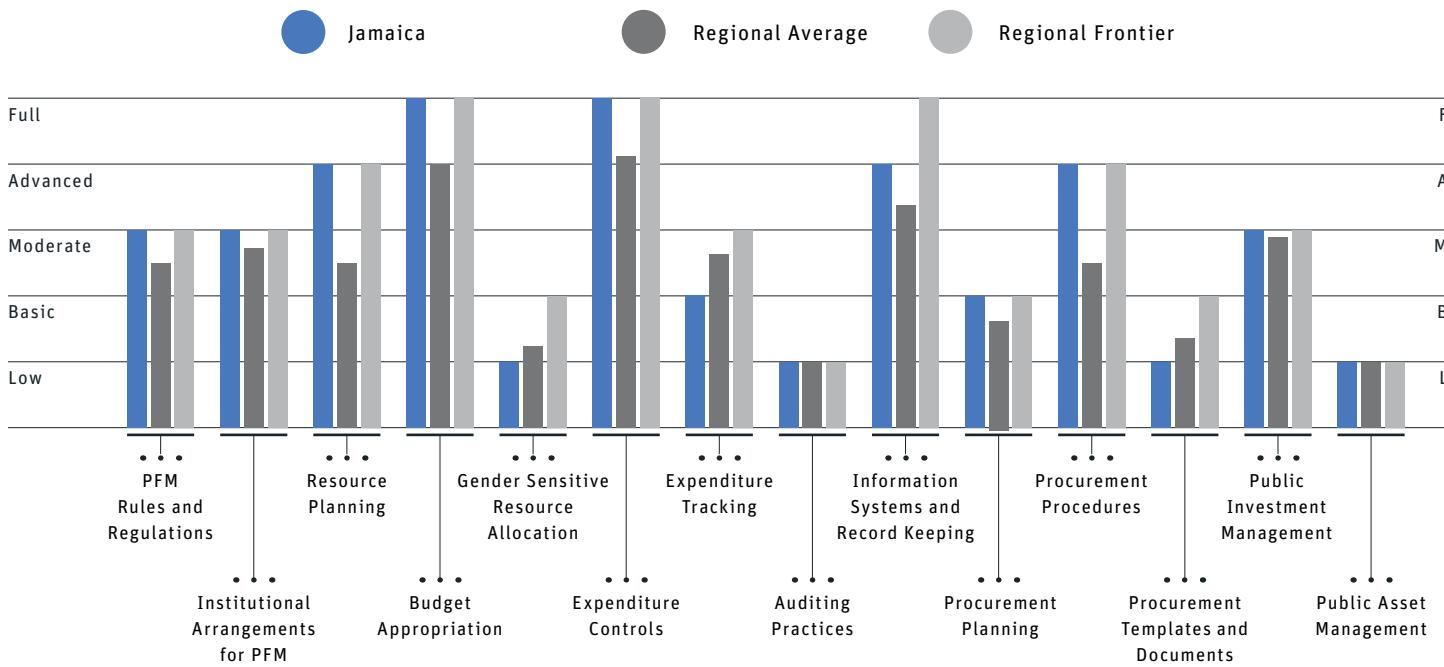




Figure 1: Extent to which disaster resilience and recovery considerations are integrated into key PFM functions and processes.



NOTE: The assessment is based on the “Disaster Resilience and Recovery Public Financial Management Review”, developed by the World Bank Group’s Governance Global Practice, Latin America and Caribbean Team in 2019. It is an analytical instrument that seeks to help countries build resilient, responsive public financial management

systems by pinpointing critical PFM policies, practices, and procedures that can be strengthened to improve a government’s capability to respond more efficiently and effectively to disasters, without loss of the integrity and accountability. The DRR-PFM review focuses on five key elements of the PFM system: legal and institutional

foundations; budget appropriation arrangements; financial management controls; procurement arrangements, and public investment and asset management. Countries assessed in the sample include Antigua and Barbuda, Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia, and St. Vincent and the Grenadines.

KEY STRENGTHS

LEGAL AND INSTITUTIONAL FRAMEWORK

- Soundly organized and coordinated institutional arrangements for disaster response and financing.

BUDGET APPROPRIATION

- Streamlined instructions to inform budgetary units on the availability and use of exceptional measures.

- Ex ante access to several disaster risk-financing instruments to support response to disasters.
- A variety of warrant modalities for moving funds to facilitate quick response to disasters.

FINANCIAL MANAGEMENT CONTROLS

- Clear rules to govern the accounting and reporting of disaster-related expenditures.

- Data management is robust and disaster recovery plans are in place.

PUBLIC PROCUREMENT

- Procuring entities can forego routine competitive procurement procedures to expedite response to disasters.
- Clearly defined protocols, including thresholds, for emergency procurement.

KEY CHALLENGES

OPPORTUNITIES

LEGAL AND INSTITUTIONAL FRAMEWORK

Public finance officers are not adequately trained on disaster response management.

Development and delivery of training to improve and reinforce the capability of staff to execute emergency finance procedures.

BUDGET APPROPRIATION

Inclusiveness and gender-sensitive considerations are disregarded in the allocation of resources for disaster response.

Strengthened collection and use of sex-disaggregated social data to inform planning, monitoring, reporting and evaluation of budget allocations for disaster management activities.

FINANCIAL MANAGEMENT CONTROLS

Commitment control of post-disaster expenditures is relatively weak leading to expenditure arrears.

Strengthened capacity to record and systematically monitor post-disaster commitments.

Chart of accounts is not comprehensive in tracking disaster-related expenditures incurred by budgetary units; thus, limiting the extent to which the government can monitor and track aggregate spending on disaster relief and response.

Improved chart of accounts expenditure classification to include post-disaster related expenditures.

Insufficient scrutiny of emergency-related expenditures.

Refined ex ante processes that define, develop, and institute scrutiny of emergency-related expenditures submitted for approval.

Very few performance audits of post-disaster expenditures are carried out to verify economy and efficiency in the use of funds during disaster situations.

Implementation of an audit plan to audit post-disaster expenditures, and institute mechanisms to track the implementation of audit recommendation.

PUBLIC PROCUREMENT

Weak procurement planning and limited use of data to proactively inform and optimize procurement decisions.

Strengthened contingency purchase planning to allow for the timely provision of goods, works, and services.

Limited availability and use of manuals, model documents, and templates to help expedite procurement in post-disaster situations.

Introduction of an emergency procurement manual, standard procurement documents, and templates to help inform the rapid and consistent formulation of procurement documents in post-disaster or emergency situations

PUBLIC INVESTMENT AND ASSET MANAGEMENT

Climate-informed selection criteria are not systematically applied in pre-appraisal of public investment projects.

Formal mechanisms established and documented for the appraisal, selection, and approval of public investments.