

RIGFA communications strategy development

Overview



ELEMENTS

- **Who** are our stakeholders in RIGFA implementation?
- **What** level of power and interest do these stakeholders have?
- **Why** communicate with these stakeholders? i.e. what do we want to change?
- **What** are their communication needs? i.e. what do they need to know?
- **What** are their preferred communication methodologies?
- **How** will we communicate them?
- **Where and when** will we communicate? (activity plan)
- **How** much will this cost? (budget plan)

Who are our stakeholders?

- Treasury
 - Minister
 - PBB
 - EPD
 - Secretary
 - Deputy Secretary
- DOF
 - ITD (PGAS)
 - Cash Management Division
 - Public Accounts Division
 - Provincial treasurers
 - District treasurers
- IRC
- Data organisations eg. Mining companies, MRDC, NSO, DPE, DM
- National line agencies- Health, Education, Works, Transport, DAL,
- Provincial governments- Governor and Administrator
- Donors-

Who are our stakeholders?

- Provincial administrators
- DPLGA
- NEC
- PM's office
- DPM
- CIMC
- LLG Presidents/ managers/ lord mayors
- DNP
- NRI
- General public
- Media
- District administrators
- DJAG
- World Bank/ Australian Grants Commission
- SNS/ PPII
- CACC

Power/Interest Matrix

High Interest

Low interest

			- NEFC
			- NEC -Pas/DAs
	-Nat line agencies	- donors, SNS	- DPLGA - PGs/ LLG Ps
	- CIMC, NRI, public, WB	-media	- PBB - PT/ DT
			- EPD, PSRMU -BSC - Minister/ - (D)Secretary
			- CACC
		- PM office	
		- DPM	- IRC/ data
			- DNP
Low Power			- ITD/ cash management High Power

Next steps

- Finalise the list of stakeholders
- Determine what behaviours we want to see change in the stakeholders

What behaviours do we want to change?

NEFC	Abolition of derivation grant, working more closely with Treasury and expect to see NEFC advice reflected in Budget, advise Treasurer directly of grant estimates (not Secretary) and also of any variances Treasury and NEFC, Fiscal Report, assist Treasury with monitoring of expenditure and with understanding/doing their new roles, negotiate with Provinces on function grants, B and E instructions, increasing awareness of RIGFA broadly, establishing a network for data collection, fixed deadlines to attain, greater clarity of staff roles, create expectations vis. Published reports, estimates etc, IDC secretariat, new provinces and LLGs establishment
NEC	Understanding of recurrent/development budget differences, improve the reputation of this Government, approve all NEFC submissions and recommendations in the Budget, increase NEFC budget
TREASURER	Accept NEFC recommendations w/o question, motivate Treasury and Finance officials to work closely with NEFC, understand the importance of NEFC work, compel Treasury and Finance to meet deadlines and perform their RIGFA roles effectively, Understanding of recurrent/development budget differences, improve the reputation of the Treasurer.

What behaviours do we want to change?

PROVINCIAL BUDGETS BRANCH	Work closely with NEFC to meet deadlines and to help raise awareness of the changes, relieved of pressure from provinces, improved accuracy in the detail of function grants to LLGs and provinces, traditional style of work is changed, BEI development and monitoring of conditions, undertaking co-jointly with NEFC function grant negotiations with provinces, no longer have role in BSC as it concerns recurrent goods and service, provincial grants agreement, no longer need to advise Treasurer of the grant ceiling, increased role in compliance
EPD	Be proactive in providing data to Jake! (NEFC), improve awareness of provincial funding, decision to increase the equalisation amount,
SECRETARY-TREASURY	Spend increased time with NEFC CEO, support effective implementation of RIGFA in DOT, adjust to NEFC advising Treasurer directly, accept Fiscal Report being released with Budget, promote NEFC in secretary's group (ESC), NEFC to contribute to Budget paper

What behaviours do we want to change?

DPLGA	Understand their role in monitoring RIGFA implementation and increased funding to provinces and LLGs (through PLLSMA), functional assignment, Ministerial determination on FRA, changing assignment and funding needs consultation with ALL relevant stakeholders, how will all RIGFA link to district authorities and decentralisation changes, new provinces and LLGs establishment
DEPUTY SECRETARY-TREASURY	Chair IDC- accept timetables and being proactive in ensuring members pull their weight, chair BSC- accept the reduced role in provincial goods and services, Spend increased time with NEFC CEO, support effective implementation of RIGFA in DOT, adjust to NEFC advising Treasurer directly,
PROVINCIAL AND DISTRICT TREASURERS	Impact of BEI, Understand new grants calculation and RIGFA generally, why we need to support increased service delivery, Understanding of recurrent/development budget differences, increase internal revenue, GST, block grant and derivation grant changes and understand the transitional period, using costing data in budgeting and redirecting funds to appropriate areas, Fiscal Report, improve their own internal budgeting and planning with involvement of sectoral managers

What behaviours do we want to change?

PROVINCIAL AND DISTRICT ADMINISTRATORS	Understand new grants calculation and RIGFA generally, cooperate in function grants agreement processes, impact of BEI (following them!), increase internal revenue, GST, block grant and derivation grant changes and understand the transitional period, improve their own internal budgeting and planning with involvement of sectoral managers, why we need to support increased service delivery, restructuring of budget and expenditure management/reporting processes, Understanding of recurrent/development budget differences, direct funding to sectoral managers/LLGs, using costing data in budgeting and redirecting funds to appropriate areas, Fiscal Report
PROVINCIAL GOVERNORS AND LLG PRESIDENTS	Understand new grants calculation and RIGFA generally, why we need to support increased service delivery, Understanding of recurrent/development budget differences, increase internal revenue, GST, block grant and derivation grant changes and understand the transitional period, using costing data in budgeting and redirecting funds to appropriate areas, Fiscal Report

What behaviours do we want to change?

IRC	Be timely and proactive in providing data to NEFC, ensure all businesses are registered, support GST changes, Understand new grants calculation and RIGFA generally, why we need to support increased service delivery
OTHER DATA PROVIDERS	Be timely and proactive in providing data to NEFC, Understand new grants calculation and RIGFA generally, why we need to support increased service delivery
ITD, Finance	Be timely and proactive in providing data to NEFC, Understand new grants calculation and RIGFA generally, why we need to support increased service delivery, Understand new grants calculation and RIGFA generally, why we need to support increased service delivery, support efficient operations of sub-national treasuries
MEDIA (HIGH INTEREST, LOW POWER)	Regularly and accurately report on the RIGFA, work of NEFC more generally, why we need to support increased service delivery, educate as to the financial problems that provinces face, Understanding of recurrent/development budget differences

What behaviours do we want to change?

CACC (LOW INTEREST, HIGH POWER)	Understanding of recurrent/development budget differences, approve all NEFC submissions, Understand new grants calculation and RIGFA generally, why we need to support increased service delivery,
DPM	functional assignment, Ministerial determination on FRA, changing assignment and funding needs consultation with ALL relevant stakeholders, how will all RIGFA link to district authorities and decentralisation changes, new provinces and LLGs establishment , staffing structures and costs, wages
DNP	IDC member, Understand RIGFA and the need to improve service delivery, Understanding of recurrent/development budget differences

What behaviours do we want to change?

LINE AGENCIES	Understanding of recurrent/development budget differences, Understand new grants calculation and RIGFA generally, why we need to support increased service delivery, proactive in supporting function grants and understanding levels of expenditure, liaison with Treasury and provincial administrations to ensure better expenditure on sector programmes, involvement/agreement in costing exercises
CIMC	Give NEFC every opportunity to present/educate stakeholders, use their reports in newspaper to promote RIGFA, need to improve service delivery and NEFC
SNS	Support all requests for increased financial and technical resources, support improved service delivery, encourage other stakeholders to work with NEFC, an entry point for NEFC to encourage better budgeting and expenditure management practises,
DONOR COMMUNITY, WORLD BANK	Support all requests for increased financial and technical resources, support improved service delivery, encourage other stakeholders to work with NEFC, support NEFC reform proposals, give NEFC staff access to training opportunities

What behaviours do we want to change?

GENERAL PUBLIC	Understand RIGFA and the need to improve service delivery, increased awareness of money flows so they can agitate for better services where they live
PSRMU	Give NEFC every opportunity to present/educate stakeholders (their service improvement programmes) and need to improve service delivery, Understand new grants calculation and RIGFA generally, work in partnership with NEFC (collaborate not compete), functional assignment, Ministerial determination on FRA, changing assignment and funding needs consultation with ALL relevant stakeholders, how will all RIGFA link to district authorities and decentralisation changes, new provinces and LLGs establishment
BSC	accept the reduced role in provincial goods and services, Understand RIGFA and the need to improve service delivery, Understanding of recurrent/development budget differences

What do they need to know so they can make the behavioural change?

- NEFC.....
- Derivation grant- any amendments to legislation, too difficult to identify which provinces generated the export commodities, moving towards equalisation and this does not fit in, expenditure has no source of revenue, there are new grants such as the agricultural function grant, there are new sources of revenue
- Working more closely with Treasury (in monitoring and BEI too), IDC secretariat- new system depends on Treasury's active participation and leadership, get heads of agencies to work more closely, work collaboratively, sing from same hymn book
- Advise Treasurer directly/ Fiscal report- we are part of Treasury ministry, Act says so
- Increasing awareness of RIGFA- we were directed by NEC, a new system so needs publicity, need to work with DPLGA/Treasury/provincial administrations to gain ownership
- Data collection network- grants calculation is dependent on revenue info, Act says so, meet budget deadlines, the data is critical, provinces will not get a fair deal,
- Fixed deadlines- Act says so
- Greater clarity of staff roles- important to ensure someone can always get jobs done
- Create expectations vis. published reports and estimates- important that staff in-house know what work is being done and when it is being delivered, what other people expect of NEFC, NEFC reputation is at stake!
- New provinces and LLGs establishment- what do they get out of the system, how do we fit them in?, equalisation money is shared amongst more provinces,

What do they need to know so they can make the behavioural change?

● NEC

- Understanding recurrent/development- if we focus on capital spend, the maintenance and sustaining costs have ongoing recurrent effects! The danger is that service levels will deteriorate further, development spending increases recurrent
- Improve the reputation of the Govt- trying to deliver improved services, improve the machinery to deliver services, equalisation/RIGFA is the vehicle for better services, perception of people is that services are not reaching them and it is government's responsibility to ensure people can access services where they live with minimum fuss
- Approve all NEFC submissions and recommendations- better for people, it says that they view NEFC as authoritative, excellent reputation,
- Increase NEFC budget-(see treasury) will enable NEFC to undertake other important and necessary work, such as wages and salaries, development budget, review costing model etc....

What do they need to know so they can make the behavioural change?

● TREASURER

- Accept recommendations- NEFC has excellent reputation, ensures that provinces have sufficient funds to provide basic services to all,
- Motivate Treasury and Finance officials to work closely with NEFC- through working closely with NEFC CEO will model to his own department the importance of working with NEFC, should drive their own policies, BEI, accounting practices, approach to budget and expenditure management
- Understand importance of NEFC work- should drive improved policies of Treasury and Finance, BEI, accounting practices, approach to budget and expenditure management
- Compel Treasury and Finance to meet deadlines- the Act says so, enables to meet budget timetable, reduces risk of corruption and mismanagement
- Improve the reputation of Treasurer- Treasurer gets opportunity to be the champion for improved service delivery

What do they need to know so they can make the behavioural change? Funding follows function!!!!

- **DPLGA (em)**
- Understand their role in monitoring RIGFA implementation- need to understand that the NEFC work impacts on their oversight role of provinces (especially functional assignment), hence need to work collaboratively with NEFC and sought NEFC input into policy and legislative proposals in areas of intergovernmental relations
- increased funding to provinces and LLGs (through PLLSMA), DPLGA can promote NEFC's role in enhancing their work and the lessons to learn from NEFC's findings (ie. To close the funding gap and priority gap for provinces and LLGs); NEFC will be able to continue the active implementation of the intergovernmental fiscal relations reforms in collaboration with PLLSMA
- functional assignment, Ministerial determination on FRA- although this work in a joint effort, in the long run, DPLGA will need to take carriage, hence it is important for them to be proactively involved, and not to view it as a one-off, end-all document, also need to promote and educate all relevant stakeholders including all levels of government
- how will all RIGFA link to district authorities and decentralisation changes- should government adopt the district authorities concept RIGFA will still be relevant to linking all intergovernmental relations in that context and so there will be a greater need to work collaboratively with NEFC
- new provinces and LLGs establishment- RIGFA will still be relevant to linking all intergovernmental relations in that context and so there will be a greater need to work collaboratively with NEFC, proposals/submissions etc in relation to this issue would still require NEFC input, especially in terms of costs, revenues and the effects the new system will have on these new provinces & LLGs, will need NEFC help in education/making aware of the changes and expectations of the new system

What do they need to know so they can make the behavioural change?

- DEPUTY SECRETARY-TREASURY (jake)
- Chair IDC – prudent fiscal management, law passed by Parliament giving effect to the arrangement, treasury still in-charge of budgetary matters, NEFC plays an advisory role
- Chair BSC – chance to pass the buck, provincial ceiling (IPS) is derived by way of a legislated formula, work out other areas to screen the budget (MTDS, administration/block grants etc), need to know how system works, need to promote understanding of good budgeting practice amongst members
- Close liaison with NEFC CEO – coordinated effort to ensure successful implementation, cooperation especially required in the first two years,
- Support effective implementation of RIGFA in DOT – DS support as Chair of IDC & BSC is crucial, officers only take instructions from their bosses, their routine work procedures must accommodate for the changes, BEIs
- Adjust to NEFC advising Treasurer directly – should not be seen as stepping on her toes, provided for in Law, allowing for transparency as NEFC is an independent commission.

What do they need to know so they can make the behavioural change?

- P and D Ts (roy)
- Impact of BEI: main tool to use ensuring financial management and practices are in compliance and consistent with the BEI, links to quarterly review process
- Understand new grants calculation and RIGFA generally: formula base as Act says, why we are doing this (ie. Equalisation, fairer way of resource allocation etc...)
- why we need to support increased service delivery: more funding to service delivery functions and more services to the people, need to disburse funds on time, have a responsibility to ensure services are delivered through better reporting and expenditure management processes
- Understanding of recurrent/development budget differences: especially important for district treasurers for district development funds knowing the impact and the effects to the lives of people both in short and long term period, today's development spending is tomorrow's and the next days and the next days etc etc recurrent
- Increase internal revenue: keep proper records of all revenues collected, an opportunity to increase revenue and have greater flexibility in allocating resources, district treasurers need to know what LLG revenues are being collected and account for these properly
- GST, block grant and derivation grant changes : changes in the funding level and accept changes- law says so, no one is worse off, difficulty of calculation in DG, chance to increase revenues as well, no longer money coming in same way
- Understanding the transitional period, :method and source of funding changes:
- Using costing data in budgeting : using these data as a benchmark in the process of budget allocation that is redirecting funds to right and priority areas.
- fiscal report : to appropriate authorities and the management to use to better their operations as well as improving internal budgeting and planning , transparency and accountability

What do they need to know so they can make the behavioural change?

- Provincial budgets branch (FK)
 - Work closely with NEFC to understand how the system works and their role in implementation of new system- need to meet regularly as they will take carriage of this work, they are mandated to use the estimates that NEFC develops, what the impact of their own changes are, their previous ways of working are changed- they change from vetting and developing individual budgets to accepting NEFC estimates and proactively monitoring expenditure through BEI
 - Compel PBB to meet deadlines- the Act says so, result in delayed service delivery and expenditure management processes in the provinces
 - Ensure timely release of warrants to provinces for them to implement service delivery functions
 - Budget and expenditure instructions- how to develop, how to monitor, how to ensure compliance, the penalties for non-compliance, The Whip!, that we offer ourselves to assist their capacity development in this area

What do they need to know so they can make the behavioural change?

- **EPD (Jake)**
- Data to calculate the NNR – need to work out the EA by the 31st March. Finalize it by the legislated deadline of 30th April, regular communication needs establishment, would otherwise delay the entire budget process and throw it all into disarray.....risks to pressure of staff, accuracy etc
- Decision to increase the EA – can not reduce as per law it is the minimum which is equal to the prescribed percentage, need to understand the system, need to understand the impact of financial shocks such as adding too much extra at once
- Improve awareness of provincial funding – this is were more than 80% of the people live, macroeconomic policies should be made conducive for improved an improved standard of living in the rural communities, note that the inflation and growth factors are part of the costing model, effects of setting ceilings on service delivery at provincial and LLG levels, the linkage of recurrent to development expenditure

What do they need to know so they can make the behavioural change?

- SECRETARY- TREASURY (erue)
- Spend increased time with NEFC CEO- so he can be up to date with status of intergovernmental financing reforms, can better advise and motivate the CACC/Minister/Economics committee, his own staff to do what is required of the intergovernmental financing reforms, an opportunity to raise and solve issues informally, enhances reputation
- support effective implementation of RIGFA in DOT- understand the machinery of the system, how PBB/EPD interact with the system,
- adjust to NEFC advising Treasurer directly- law says so, not undermining his authority, collaboration through participation in same Ministry, will work together, an independent commission, ideally developing advice jointly
- accept Fiscal Report being released with Budget- needs to be made aware of how fiscal report is put together, what does it contain etc, the law say so, fiscal report reflects a process that is about the budget itself, transparency
- promote NEFC in secretary's group (ESC)- so he can be up to date with status of intergovernmental financing reforms, will ensure that NEFC submissions etc are accepted, NEFC can influence other authorities/ sector programmes etc
- NEFC to contribute to Budget paper- want our advice published i.e. the tables will encourage better practices (released wrong information previously). Transparency, budget speech

What do they need to know so they can make the behavioural change?

- PROVINCIAL AND DISTRICT ADMINISTRATORS (roy)
- understanding new grants calculation and RIGFA generally :understand the new concept of how the grants will be calculated and effects and what impact would it have in terms of budgeting and planning as stipulated in the Act
- Cooperate in function grants agreement process: so plan expenditure in accordance with funds are like to come by for each sector, involve sector managers (and **district administrators**)
- Impact of BEI : understand full content of BEI and determines expenditure decision and promotes transparency and accountabilities – **MAIN TOOL TO COMPLY WITH**
- Increase internal revenue : IR taken into account in grants calculation, new revenue raising powers and easier to collect revenue
- Gst, block grant and derivation grant changes : false expectation on the level of funds available and what would be the impact of the reduced amount to them, no one is worse off, most are a lot better, revenue comes in a different form
- Understanding the transitional period : understand the impact and effect of the change in terms of budget preparation, no one is worse off, most are a lot better, revenue comes in a different form, reduce risk of fiscal shocks
- Why we need to support increased service delivery : people deserve to receive very essential services at their disposal, **whole purpose of their existence!!!!**
- Direct funding to sector managers / Ilgs : enable them to do realistic and timely budgeting and planning consistent with funding available and to carry out their service delivery (**DAs**)
- Using costing data : use the infor as basis to allocate funding so to see the change and the value of money is realized, budget priority setting, enable them to do realistic and timely budgeting and planning consistent with funding available
- Fiscal report : feeling **responsible** for the moneys being used and report in a **transparent**

What do they need to know so they can make the behavioural change?

- Provincial governors and LLG presidents (fk)
- Understand how the system works since the emphasis is on needs and not kina per head, need to priorities their activities so that service delivery needs are maximised, Need to understand that internal revenues are now in play to determine the grants.
- Increase their efforts in revenue raising capacities – the system gives them that flexibility to raise their own taxes & fees
- Accepting NEFC estimates and proactively monitoring expenditure through BEI
- Ensure that grants are used for its purpose and not for unbudgeted purposes

What do they need to know so they can make the behavioural change?

- IRC (fk)
- Understand the new system in particular how GST comes into play- how they fit in, understand that it is on a derivation basis
- Increase their efforts in GST collections- understand the GST distribution in RIGFA to enable strengthening of their collections, the need to ensure that they still go chase

What do they need to know so they can make the behavioural change?

- **OTHER DATA PROVIDERS (fk)**
- Should understand the new system and ensure that they know why their information (royalty & dividend) data is critical for the system- info necessary for determining fiscal needs of provinces and LLGs
- They should provide the data to NEFC on a timely basis- for the budget process, to ensure accuracy

What do they need to know so they can make the behavioural change?

- ITD, FINANCE (fk)
- Should understand the new system and ensure that they know why their information (internal revenue) data is critical for the system- info necessary for determining fiscal needs of provinces and LLGs
- **They should provide the data to NEFC by no later than 14 April-** for the budget process, to ensure accuracy, need to collect data in a more timely and urgent fashion
(need to think about how we get them to accept the deadlines)

What do they need to know so they can make the behavioural change?

- MEDIA (jake)
- **Regularly & accurately report on the RIGFA, work of NEFC more generally: *accuracy is important because of its legal implications, people rely on the media for information-wrong information sends wrong messages, need to publish more about us***
- **Why we need to support increased service delivery: *Get the governments to get their priorities right, consistent with MTDS, put the money where your mouth is, need to increase awareness of how more money for recurrent goods and services is crucial, highlight recurrent/development***
- **Understand new grants calculation and RIGFA generally: *some figures are calculated by legislated formulas and the stakeholders should be made aware, it's a completely new proposed system of fiscal arrangement with sub-national governments even news reporters have to acquaint themselves.***
- **Educate as to the financial problems that the provinces face: *RIGFA to look at issues of affordability, similar level of services, transparency, linking funding to function, highlight recurrent/development etc***
- **Understanding of recurrent/development budget differences: *every new project adds to the total recurrent bill, "all that glitters is not gold"***

What do they need to know so they can make the behavioural change?

- CACC (jake....look at nec)
- Understanding of recurrent/development budget differences: *every new project adds to the total recurrent bill, "all that glitters is not gold"*
- Improve the reputation of this government: *there has been mere lip service about services delivery – this government (Somare-Temu) is actually addressing the problem, action speak louder than words,*
- Approve all NEFC submissions and recommendations in the budget – chance to improve recurrent service delivery, *get them to appreciate the principles behind the new proposition, the persistent issue of affordability, linking funding to function,*
- Increase NEFC Budget – *provide more resources to the agency responsible to effectively implement all the good ideas for the betterment of all the people.*
- Understand new grants calculation and RIGFA generally: *some figures are calculated by legislated formulas and the stakeholders should be made aware, encourage cooperation of some key stakeholders, Support increased service delivery*
- Support increased service delivery: *Get the governments to get their priorities right, consistent with MTDS, put the money where your mouth is,*

What do they need to know so they can make the behavioural change?

- DPM (jake)
- **Functional Assignment: *linking funding to function, who is doing what at each level of government, consult our responsibility specification study, RSE Matrix, PLASMA, directly connect staffing structures to the responsibilities of different tiers of government***
- **Ministerial determination on FRA: *Need to closely work with NEFC and DPLGA to know exactly what is happening or what ought to happen especially with the new proposals on decentralisation. Provided for in the Act***
- **Changing assignment and funding needs consultation with all relevant stakeholders: refer to Part 2 – service delivery functions and responsibilities, Section 6-17 of the Act,**
- **How will all RIGFA link to District Authorities and decentralisation changes: more mouths to feed with the same scarce resources, need to properly assess the fiscal, management and administrative arrangements, the cost implications on RIGFA, reporting arrangement etc**
- **New provinces and LLGs establishment: *again, the problem of resource limitations, need to properly assess the fiscal and administrative implications on RIGFA***
- **Staffing structures and costs: *will further increase the already huge salary bill, leaner workforce Vs huge structures, ghost names, standardisation of positions and structures for all provinces, most of the grants will be tied to key priority sectors, the talk about provincial administration delegated the power to hire and fire to create some savings, but my hire only “wantoks” who may not necessarily be qualified (have benchmark of what a staffing structure should like and that this with a view to improving service delivery).***
- **Wages: *Block grant will go towards paying for casual wages, wage bill takes a large portion of the block grant, powers to Pas to hire casuals but they should be clear that this is not recurrent goods and services***

What do they need to know so they can make the behavioural change?

- DNP (roy)
- Scale down on creating new projects unless adequate funding provision is made to contain and maintain running costs of existing projects /programmes
- The impact of development budget in creating recurrent liabilities
- IDC member : understand the role of IDC and what input is required of them in moving this new funding arrangement to a success
- Understanding RIGFA and need to improve service delivery : support and appreciate RIGFA application because its all about recurrent goods and services which people need most
- Understanding of recurrent / development budget differences
:recurrent expenditure relates to consumable items that people need immediately whereas development budget refer to funding projects and programmes that take longer periods to construct or undertake and usually involves large sums of money and in all sufficient recurrent funding is vitally important to support development budget otherwise

What do they need to know so they can make the behavioural change?

- LINE AGENCIES (roy)
- Understanding of recurrent / development budget differences : what does it serve and produce and how does it benefit people?
- Understanding new grants calculation and RIGFA generally : new concept of funding arrangement and how would this affect them in terms of providing service to the people at their end, they are contributing recurrent expenditure in provinces and this must be coordinated with the provinces to ensure that there is no duplication and/or wastage, service delivery function grants and increased funding for these core service delivery areas
- Why do we need to support increased service delivery : to support every way possible for the betterment of the majority
- Proactive in supporting function grants and understanding levels of expenditure : to ensure that adequate funding is appropriated to core function sectors, with more conditions, so services delivered do have greater impact on the majority of the people
- Involvement / agreement in costing exercise : to ensure their counterpart in the province use and appreciate the usefulness of the costing data- helps their budgeting and service/activity planning processes, when they do their own costing we need to discuss/agree which is the most appropriate for the sector
- Liaise with Treasury and provincial administrators to ensure better expenditure on sector programmes : to tie adequate funding to core programmes to see tangible outcomes or results at the end of the day

What do they need to know so they can make the behavioural change?

- CIMC/INA (erue)
- Give NEFC every opportunity to present/educate stakeholders, NEFC possesses most complete data and advanced knowledge in intergovernmental financing hence need to give every opportunity available to make such data and information public for the benefit of all
- use their reports in newspaper to promote RIGFA- NEFC's proposed new system is all for an improved service delivery through increased funding and reprioritising hence need to utilise their opportunities in the media to promote this message thus promote NEFC at the same time

What do they need to know so they can make the behavioural change?

- SNS (erue)
- Support all requests for increased financial and technical resources- there is still need for more work to be done in researching other aspects of the whole system such as development budget/capital and urban LLG costs, staffing and other work, NEFC is worth putting support into
- support improved service delivery- NEFC's proposed new system is all for improved service delivery through increased funding and reprioritising so need to be given support to spreading the news,
- encourage other stakeholders to work with NEFC- NEFC's proposed new system is all for improved service delivery through increased funding and reprioritising so need to be given support to ensure these proposals are actually implemented
- an entry point for NEFC to encourage better budgeting and expenditure management practices- through its various technical working committees and programs in provinces, NEFC data can be utilised to enhance these practises and to achieve positive outcomes

What do they need to know so they can make the behavioural change?

- (erue.... DONOR COMMUNITY AND WORLD BANK)
- Support all requests for increased financial and technical resources- there is still need for more work to be done in researching other aspects of the whole system such as development budget/capital and urban LLG costs, staffing and other work, NEFC is worth putting support into
- support improved service delivery- NEFC's proposed new system is all for improved service delivery through increased funding and reprioritising so need to be given support to spreading the news,
- encourage other stakeholders to work with NEFC- NEFC's proposed new system is all for improved service delivery through increased funding and reprioritising so need to be given support to ensure these proposals are actually implemented
- Training opportunities for NEFC staff- have high quality staff, NEFC has next generation of leaders, opportunity to improve and a group that wants to learn

What do they need to know so they can make the behavioural change?

- PSRMU (erue)
- Give NEFC every opportunity to present/educate stakeholders (their service improvement programmes) and need to improve service delivery,
- Understand new grants calculation and RIGFA generally,
- work in partnership with NEFC (collaborate not compete),
- functional assignment, Ministerial determination on FRA, changing assignment and funding needs consultation with ALL relevant stakeholders,
- how will all RIGFA link to district authorities and decentralisation changes,
- new provinces and LLGs establishment

What do they need to know so they can make the behavioural change?

- GENERAL PUBLIC (look at media, GS)
- **Why we need to support increased service delivery: *consistent with MTDS, put the money where your mouth is, need to increase awareness of how more money for recurrent goods and services is crucial, highlight recurrent/development*, making it clear how services improve people's life chances**
- **Educate as to the financial problems that the provinces face: *RIGFA to look at issues of affordability, similar level of services, transparency, linking funding to function, highlight recurrent/development etc***
- **Understanding of recurrent/development budget differences: every new project adds to the total recurrent bill, "all that glitters is not gold"**

What do they need to know so they can make the behavioural change?

- **BUDGET STEERING COMMITTEE (erue)**
- accept the reduced role in provincial goods and services- Act says so, NEFC advises Treasurer directly, fiscal report makes transparent any variances between NEFC 'formula' recommendations and any BSC 'human' changes
- Understand RIGFA and the need to improve service delivery- the formula, conditionality as a way of ensuring grants are actually spent on service delivery
- Understanding of recurrent/development budget differences- **every new project adds to the total recurrent bill, "all that glitters is not gold"**

What tools can we use?

- Stand alone presentations by CEO
- Stand alone presentations by NEFC staff
- Presentations within the context of other meetings by CEO
- Presentations within the context of other meetings by NEFC staff
- Face to face meetings
- Plain english guide
- E-newsletters
- Radio
- Newspaper reporting
- News articles (editorial pieces)
- Newspaper advertisements
- Television
- Website
- Short 1-2 page briefings
- Email
- Workshops
- Train a group of people to go out and sell the message
- Fiscal report
- What else.....

Which tools for which stakeholder?

- Deputy Secretary, Treasury (face to face meetings, NB presentation, media, presentations in context of other meetings, email, e-newsletter, fiscal report)
- Secretary, Treasury (face to face meetings, NB presentation, media, presentations in context of other meetings, email, e-newsletter, fiscal report)
- Provincial and district treasurers (NB presentation to PTs meeting, fiscal report; 1-2 page briefings; face to face meetings, plain english guide, media)
- ITD (face to face meetings, fiscal report, website, e-newsletter, presentations in context of other meetings)
- Data organisations (workshop, face to face meetings, fiscal report, media, email)
- Media (press conference, 1-2 page briefing, presentations in context of other meetings)
- PSRMU (presentations in context of other meetings, e-newsletters, media, 1-2 page briefings, fiscal report)
- DPLGA (stand alone presentations, presentations in context of other meetings, e-newsletters, media , 1-2 page briefings, fiscal report, plain english guide, train group of individuals)
- BSC (fiscal report, plain english guide, 1-2 page briefings, NB meeting)
- Line agencies (stand alone presentations, presentations in context of other meetings, e-newsletters, media , 1-2 page briefings, fiscal report)
- Donors (media, website, e-newsletter, fiscal report, workshops, presentation)
- SNS (media, website, e-newsletter, fiscal report, workshops, presentation, face to face)
- PM's office (media, website, e-newsletter, fiscal report, plain english guide)
- DNP (stand alone presentations, presentations in context of other meetings, e-newsletters, media , 1-2 page briefings, fiscal report, plain english guide)

Which tools for which stakeholder?

- NEFC
- Governors (NB present to G Conf; NB/staff to present to provincial assembly meetings; face to face meetings; newspaper reporting, fiscal report)
- LLG presidents (NB/staff to present to provincial assembly meetings; media; annual conference do presentation....)
- PBB (NEFC workshops, face to face meetings, plain english guide, e-newsletters, email)
- EPD (NEFC workshops, face to face meetings, e-newsletters, email)
- Provincial administrators (NB present to PA Conf; fiscal report; 1-2 page briefings; face to face meetings, plain english guide, media)
- District administrators (1-2 page briefings; face to face meetings, presentations within context of other meetings; train group of individuals eg. d/a, field services)
- NEC (NB presentation, media)
- Treasurer (face to face meetings, NB presentation, media, fiscal report)
- CACC (NB presentation, media)
- IRC (media, face to face meetings, workshops, 1-2 page briefings, plain english guide, fiscal report)
- World Bank (media, website, e-newsletter, fiscal report)

Where and when?

- Governors (NB present to G Conf; NB/staff to present to provincial assembly meetings; face to face meetings; newspaper reporting, fiscal report)
- LLG presidents (NB/staff to present to provincial assembly meetings; media; annual conference do presentation....)
- PBB (NEFC workshops, face to face meetings, plain english guide, e-newsletters, email)

Where and when?

- EPD (NEFC workshops, face to face meetings, e-newsletters, email)
- Provincial administrators (NB present to PA Conf; fiscal report; 1-2 page briefings; face to face meetings, plain english guide, media)
- District administrators (1-2 page briefings; face to face meetings, presentations within context of other meetings; train group of individuals eg. d/a, field services)

Where and when?

- NEC (NB presentation, media)
- Treasurer (face to face meetings, NB presentation, media, fiscal report)
- CACC (NB presentation, media)

Where and when?

- Secretary, Treasury (face to face meetings, NB presentation, media, presentations in context of other meetings, email, e-newsletter, fiscal report)
- Provincial and district treasurers (NB presentation to PTs meeting, fiscal report; 1-2 page briefings; face to face meetings, plain english guide, media)
- ITD (face to face meetings, fiscal report, website, e-newsletter, presentations in context of other meetings)

Where and when?

- Data organisations (workshop, face to face meetings, fiscal report, media, email)
- Media (press conference, 1-2 page briefing, presentations in context of other meetings)
- PSRMU (presentations in context of other meetings, e-newsletters, media, 1-2 page briefings, fiscal report)

Where and when?

- IRC (media, face to face meetings, workshops, 1-2 page briefings, plain english guide, fiscal report)
- World Bank (media, website, e-newsletter, fiscal report)
- Deputy Secretary, Treasury (face to face meetings, NB presentation, media, presentations in context of other meetings, email, e-newsletter, fiscal report)

Where and when?

- DPLGA (stand alone presentations, presentations in context of other meetings, e-newsletters, media , 1-2 page briefings, fiscal report, plain english guide, train group of individuals)
- BSC (fiscal report, plain english guide, 1-2 page briefings, NB meeting)
- Line agencies (stand alone presentations, presentations in context of other meetings, e-newsletters, media , 1-2 page briefings, fiscal report)

Where and when?

- Donors (media, website, e-newsletter, fiscal report, workshops, presentation)
- SNS (media, website, e-newsletter, fiscal report, workshops, presentation, face to face)
- PM's office (media, website, e-newsletter, fiscal report, plain english guide)
- DNP (stand alone presentations, presentations in context of other meetings, e-newsletters, media , 1-2 page briefings, fiscal report, plain english guide)