Transparency Policy in the Public Management

ICGFM winter training Conference

Finance Minister
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Finance Ministry/ Government of Cordoba Province
Cordoba Province in Figures

Number of Inhabitants: 3,657,654
Surface: 165,321 km²
Density: 21,58 Inhabitants per km²
GGP: U$S 30,564 million¹
GGP per capita: U$S 8,567
Budget: U$S 7,807 million¹

Córdoba represents 8.1% of the whole exports in the country.

Human capital education: high literacy rates (98.5%) and a high level in university education.

Growth and Sustainability Policy

The Fiscal Solvency Model underpins a Financially Sustainable State
Surplus economic outcomes helped balance accounts without implementing adjustments.

Source: Investment/Savings Account, accrued financing each year 2003-2014 and over 2015 2nd quarter.
Provincial tax resources increased their participation by +5%.

Source: Investment/Savings Account, accrued financing each year 2003-2014 and over 2015 2nd quarter.
Spending Management for Fiscal Solvency

Ongoing Costs (in AR$ million)

Capital Expenditure (in AR$ million)

Continuity of the policy for public investment

Source: Investment/Savings Account, accrued financing each year 2003-2014 and over 2015 2nd quarter.
The debt stock as of 2nd quarter 2015 amounts to USD 1,696 million (1)

Debt Stock as a percentage of Total Revenues

Debt Stock as a percentage of the provincial GGP

Sustainable Borrowing

The model for Fiscal Solvency has helped keep a level of sustainable borrowing.

Debt services should not be over 15% of current revenues net of revenue sharing with municipalities, pursuant with the Law for Fiscal Responsibility.

International Financial Crisis

Growth in regulations on access to information

Political structures need to provide answers

Goal: Recover Trust

Actions aimed at creating a more open and efficient Government, with the use of technology.
Good Practices: a more open Government

IDB, Policy for Access to Public Information (2010)


**Challenge:** Generate Credibility & Trust

Open Government

Commitment towards Transparency

Good Practices
Transparency as backbone

Transparency as management approach

Consolidated through...

Legal Reforms

New Technologies

Granted Recognition

Quality management
Legal Reform

Works aimed at organizing and reinforcing the regulatory framework

- Law for Financial Administration (passed in 2003)
- Regime for Fiscal Responsibility (joined in 2004)
- Regulatory Compendium for Tax, Cadastral and Registry Issues
- Regulatory Compendium for Finance Administration Issues
- Provincial Tax Code – Reorganization and Regulation
Law No.9086 aims at guaranteeing the application of those principles of transparency, finance regularity, legality, cost-effectiveness, efficiency and effectiveness, as well as implementing modern accounting practices.

Commitment to observe clear rules for fiscal behavior and to increase transparency in the public management.
Implied cutting down issued resolutions. Allowed showing all rules related to tax, cadastral and registry issues in a thorough, systematic and functional way.
Implied the review and improvement of external processes, as well as incorporating internal procedures in all directorates reporting to the Secretariat for Finance Administration.
Legal Reform (Cont...)

Reorganizations. Decrees 270/04, 574/12 & 400/15

Provincial Tax Code Reorganization and Regulation

Implied compiling, consolidating, reviewing, and analyzing provincials decrees while selecting those with tax contents, passed since 1952.
Resolution 364/09 - Transparency

Adoption of international standards for good practices and disclosure of reliable information

Resolution 364/09

The FINANCE MINISTRY granted legal formality to transparency policies

All agencies were tasked with improving transparency levels in published information
Quality Certifications

• Directorate General for Revenues: the first to be awarded quality certifications. **They currently have 5 Certified Macro processes**

• Secretariat for Financial Administration: in 2014 all subsystems used by the Secretariat got Quality Certification. Córdoba is a pioneering province in reaching such an assurance.

• Provincial General Registry: 5 Quality Certifications in HQs and Rio Cuarto.
Free access to Reliable Information, simplified search and access to information.
BESIDES the WEB page, the Government also shows the following information:

- Enforcement
- Law for Fiscal Responsibility
- Budget
- Revenue Sharing
- Collection
- Salary Level
- Debt

The diagram includes a table with links to various information categories such as:
- Dirección General de Rentas
- Pago a Proveedores
- Dirección General de Catastro
- Ley de Responsabilidad Fiscal
- Gestión de Calidad
- Reporte de Sustentabilidad 2011-2012
- Dirección General de Rentas
- Pago a Proveedores
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- Ley de Responsabilidad Fiscal
- Gestión de Calidad
- Reporte de Sustentabilidad 2011-2012
Transparency: Citizen Budget

Created in 2013. Shows data from 2013, 2014 & 2015

Friendly and summarized presentation of general contents of the Provincial Budget

Information on Revenues, Spending, Debt and Budget

A key tool for Public Management

Encourages and fosters the participation of citizens in all issues related to the public management
In line with the transparency policy the Finance Ministry has worked to issue an independent professional report on the present situation of the following processes:

- **Public Debt Audit**: 2012 & 2014
- **Floating Debt**: 2014
- **Córdoba Bursátil Trust**: 2014

Each audit work was conducted as at 30 September 2014.
1° Budgetary Transparency Rate

Córdoba leads

1° in Compliance with the Law for Fiscal Responsibility

The only province producing and publishing a Citizen Budget

1° Fiscal Visibility Ranking

1° ISAGOL Ranking, e-government -
Moreover: GRI Report

In 2015 Cordoba published the THIRD SUSTAINABILITY REPORT report for 2013-2014.

It provides information on day-to-day performance, focusing not only on economic impacts, but also on social and environmental ones.

Participation of the Finance Ministry in the “G4 Pioneers Program”
Environmental Management

**Paper**

- Acquisition of multifunction photocopiers that help digitalizing documents
- Newspapers and publications are no longer purchased
- The consumption of paper reams has dropped by 55% since 2010
- The use of ink for printers was cut down by 20% last year

**Energy**

- Continuity of the policy to extend the use of compressed gas in vehicles
- Restructuring and modernization works in electrical systems
- As a result, energy consumption dropped by 11% last year.

**Recycling**

- Unused IT equipment, furniture and office elements belonging to the institutions were donated to different organization. Over the last two years 200 pieces of furniture were donated