**Possible overlaps and gaps in external assistance to PFM 2019-2023 strategy implementation**

**Overlaps**

The Ministry of Finance (MoF) of Armenia may need to smoothly manage the assistance provided by the following external partners.

MoF of Russian Federation (MoFRF) offer assistance on developing DSGE model while the IMF offers help with operationalization of DSGE model. Although the two partners offer assistance on different functions smooth management of the process may be helpful.

World Bank, IMF, ADB and the MoFRF offer help on improvement of Revenue policy. The scope, depth and breadth of assistance by different partners may need further clarification.

Several partners are interested with program budgeting and strategic planning. UNDP and GIZ are more interested in working at local level. However, there may be some overlap in functions performed by EU-OECD SIGMA, IMF and the MoFRF especially since several partners are interested with assisting with program evaluation.

EU-OECD SIGMA, UNDP, IMF, ADB and the MoFRF are planning extending assistance with regard to MTEF process, budget discipline and transparency. MoF needs to manage the process cautiously as some partners are interested in assisting with citizen’s budget and citizen’s participation.

World Bank and ADB are planning supporting on Public Debt Management. However, while the World Bank is planning helping improving the business process and systems ADB is planning supporting implementation of MTDS.

The functions GIZ, IMF and the MoFRF are planning to help the Government of Armenia to improve public asset management may need further elaboration as there may be some repetition of functions.

Six out of eight partners are planning helping on public investment management (PIM). Since the World Bank and ADB are planning work on PPP they may need to work closely to complement each other and not repeat the work they are doing.

Five out of eight partners are planning assisting Audit Chamber. USAID is planning carrying out needs assessment. However, MoF may need to coordinate the help of other four partners.

**Gaps**

No partner offered help on Automation of the budget programs costing process, on Monitoring and management of expenditure arrears and on Salary fund controls.

Although five international partners are planning extending assistance on program budgeting and strategic planning but no partner is planning help on costing budgetary programs, assessing sustainability of budgetary programs in the medium term, prioritization and program management.

At this early stage there is lack of information regarding cooperation with the Ministry of Economy related to PIM and integration of PPP within the PIM.