# C2. Main stakeholders in the budget cycle

Various stakeholders participate in the budget cycle, depending on their duties and interests. The same stakeholders may participate in different stages. Table 4 lists the main stakeholders and their roles in the four stages of the budget cycle.

**Table 4. Main stakeholders that intervene in the budget cycle**

| Stage | Stakeholder | Roles |
| --- | --- | --- |
| Formulation | Ministry of finance | Determines the overall government budget and proposes resource allocations |
|  | Line ministries, departments and agencies | Define sector or policy priorities and evaluate the cost of activities, goods and services |
|  | Other branches of government and autonomous institutions | Define sector or policy priorities and evaluate the cost of activities, goods and services |
| Enactment or approval | Legislature | Approves and amends the budget  Has the power to call line ministries to account or to explain policy decisions, allocations and expenses |
|  | Line ministries, departments, agencies  Other branches of government and autonomous institutions | Account for or explain policy decisions, allocations and expenses if requested by the legislature |
| Execution | Line ministries, departments, agencies  Other branches of government and autonomous institutions | Execute and implement the approved budget  During execution and depending on the legal framework, line ministries could propose changes to the approved budget regarding its sector, which should be approved by the ministry of finance, the executive or the parliament. |
|  | Ministry of finance | Monitors and reports budget execution  Approves changes to the approved budget according to its legal powers |
| Auditing | Supreme audit institutions | Review, monitor and evaluate budget execution.  Review, monitor and evaluate ministries’ performance in budget execution  Report on the results of the evaluation |
| All stages | Citizens  Civil society organizations  Media | Monitor and conduct independent evaluations and assessments of budget formulation, approval, execution and auditing  Influence relevant stakeholders during the budget cycle to change policy priorities, allocations and expenses |

Sources: references *36*, *55* and *67*