



# Fiscal intelligence for governments

Working inside finance ministries to find fiscal space, detect inefficiency and risk, and build reform teams that deliver. The results belong to government.

**25 years**

inside finance ministries, from stable systems to fragile states

**47**

countries, including Afghanistan, Indonesia, Iraq, Timor-Leste and Gaza

**US\$4.5tn**

in global corruption and efficiency losses, estimated by our model

Our founders have delivered for ADB, AusAID/DFAT, DFID, IMF, NZAid, SIDA, UN, UNDP, USAID and the World Bank.





## WHO WE ARE

# Public finance experts who work inside government

AFI helps finance ministries and cabinets find fiscal space, detect inefficiency and instability risks, and build reform teams that deliver. Our founders met in Timor-Leste's Budget Office in 2001 and have since worked inside ministries from Kabul to San Juan. We pair that experience with fiscal intelligence tools built from the data governments already hold.

**//** Fiscal intelligence is the ability to apply public financial and performance information of social, economic and political value to achieve better policy outcomes.

AFI founders

## WHAT WE DO

## Six services, one aim: better fiscal outcomes



### Fiscal space

Estimating room to move across tax, efficiency, balance sheet and grants.



### Costing corruption and inefficiency

Finding the leaks by sub-system, sector and level of government.



### Development and fiduciary risk

A tested method that quantifies public finance risks and tracks them over time.



### Fiscal intelligence systems

Turning a government's own data into decision support for ministries, auditors and parliaments.



### Budget preparation and reform

Policy-based budgeting: rolling forward estimates, new policy calls and costed priorities.



### Reform teams that deliver

Team-based performance management that rewards results, not themes.



## OUR TRACK RECORD

# Fiscal intelligence systems we have built

**TiFIS****Timor-Leste Fiscal Intelligence System**

Budget preparation with parameter-based forward estimates and costed government policy priorities.

**AFIS****Afghanistan Fiscal Intelligence System, from 2020**

Backward- and forward-looking analytics for fiscal space and policy-based budget reform.

**IFIS****Iraqi Fiscal Intelligence System**

Built from legacy Ministry of Finance and Board of Supreme Audit data; presented February 2024.

**MaFIS****Malawi Fiscal Intelligence System**

Accountability tools for parliamentary finance committees, drawn from public data.

**DFRA****Development and fiduciary risk methodology**

First used in Papua New Guinea in 2009; since applied in Afghanistan, Ghana, Iraq, Liberia, Puerto Rico, Sri Lanka, Timor-Leste and with UNRWA.

## Trusted advisers at the highest levels

**Afghanistan:** President and Minister for Finance

**Timor-Leste:** Prime Minister and Minister for Finance

**Iraq:** Deputy Prime Minister and Minister for Finance

**Puerto Rico:** Governor and Director, Office of Management and Budget

## Where we've worked: 47 countries

|             |           |                    |                          |                 |                  |             |          |         |          |
|-------------|-----------|--------------------|--------------------------|-----------------|------------------|-------------|----------|---------|----------|
| Afghanistan | Australia | Brunei             | Cambodia                 | Cook Islands    | Estonia          | Ethiopia    | Fiji     | Finland | Ghana    |
| Indonesia   | Iraq      | Ireland            | Israel                   | Jordan          | Kiribati         | Lao PDR     | Liberia  | Malawi  | Malaysia |
| Myanmar     | Nauru     | New Zealand        | Niue                     | Pakistan        | Papua New Guinea | Philippines | Portugal |         |          |
| Puerto Rico | Rwanda    | Samoa              | Singapore                | Solomon Islands | Somalia          | Sri Lanka   | Thailand |         |          |
| Timor-Leste | Tokelau   | Tonga              | Turks and Caicos Islands | Tuvalu          | United Kingdom   | Uzbekistan  |          |         |          |
| Vanuatu     | Vietnam   | West Bank and Gaza | Zambia                   |                 |                  |             |          |         |          |



## HOW WE WORK

# From diagnosis to delivery

Our system turns the budget cycle into a learning machine that improves every year.



## WHAT MAKES US DIFFERENT

**Country systems first**

We work within existing institutions and use local data to strengthen them.

**Cost-effective technology**

Tools that improve transparency and break aid and technical-assistance dependency.

**Incentives in implementation**

Direct support for local reformers, plus institutional and social accountability.

**Targeting the nexus**

Linking public finance, anti-corruption and service delivery so reform improves citizens' lives.



**Deep expertise in public finance, built inside governments over 25 years.  
The results always belong to government.**

## OUR FOUNDERS

# Senior economists, built from the inside

Andrew and Vin met in Timor-Leste's Budget Office in 2001, as the new nation rebuilt its public finances.



## Andrew Laing

Founder and Director · Public economist

- Former Assistant Director General, AusAID
- Former Senior Public Sector Specialist and Country Economist, World Bank (Timor-Leste, Cambodia, Iraq)
- Led Timor-Leste's Budget Office under the UN Transitional Administration
- Former Director, Australian Department of Finance and Administration
- MSc, London School of Economics; BEc and Graduate Diploma in Public Economics, ANU

**Awards include** the 2021 President's Award for Support to Afghanistan on National Accountability and the 2003 Australia Day Council Award Medal for Timor-Leste's Budget Office.



## Vin Ashcroft

Founder and Director · Economist

- Former Minister Counsellor and Head of Australia's A\$100m-a-year aid program in Timor-Leste
- Former Assistant Director General, AusAID, and the agency's most senior economist
- Former Director, Fiscal Frameworks, and Senior Treasury Representative, Southeast Asia, Australian Treasury
- Senior Adviser, Timor-Leste Budget Office (2001)
- BEc, Australian National University

**Highlights include** seven Australian federal budgets, helping design the A\$250bn Future Fund, and Indonesia's budget support through the global financial crisis.

## Why partner with AFI

**Senior, hands-on expertise.** Former Treasury, AusAID and World Bank leaders who have built systems inside ministries.

**Tools already built.** Proven diagnostic, risk and fiscal intelligence tools, ready to adapt.

**A cost-effective partner.** A global network of development experts, available as named experts or team leads in consortium bids.

**Both ends of the spectrum.** Experience in highly functional and fragile systems lets us read risks fast.

**Original research.** Frameworks on corruption, inefficiency and fiscal space that set our work apart.



## RESEARCH AND IDEAS

# Corruption is a source of fiscal space

# US\$4.5tn

Our model's estimate of losses from corruption and other inefficiencies across general government: about 5% of world GDP, and more than four times the annual gap in financing the Sustainable Development Goals.

**The Follow-The-Money  
corruption cycle**

**The nexus of politics,  
efficiency and corruption**

**A fiscal space estimation  
method**

## Conference papers

European Consortium for Political Research  
(ECPR) General Conference

**Measuring Corruption: Socrates, Plato,  
Aristotle and the Ethical Boundaries of Power**  
2026

**Curbing US Corruption through the Budget  
Process**  
2025

**Curbing Corruption through the Budget  
Process**  
2024

## IMF PFM Blog

**Budgets Can Draw the Line on Corruption** · Oct 2026

**Fiscal Space and Corruption** · Oct 2025

**Costing Corruption and Efficiency Losses from Weak PFM  
Systems** · Apr 2023

**Revocable Debt Relief Lending Instruments** · Oct 2022

**A Proposal for Making Aid More Efficient and Effective** ·  
Aug 2022

**How Corruption Works in the Public Sector: One Easy  
Lesson** · Mar 2020

**Policy-Based Budgeting: How to Spot the "Fakes"** · Jan  
2020

## Talk to us

Available as a named expert or team lead  
for consortium bids and direct government  
engagements.

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