



CONNECT • SHARE • REFORM

BUILDING PUBLIC FINANCE CAPABILITIES



*A problem-driven iterative adaptation
approach to PFM reform*

Building Public Finance Capabilities in Africa

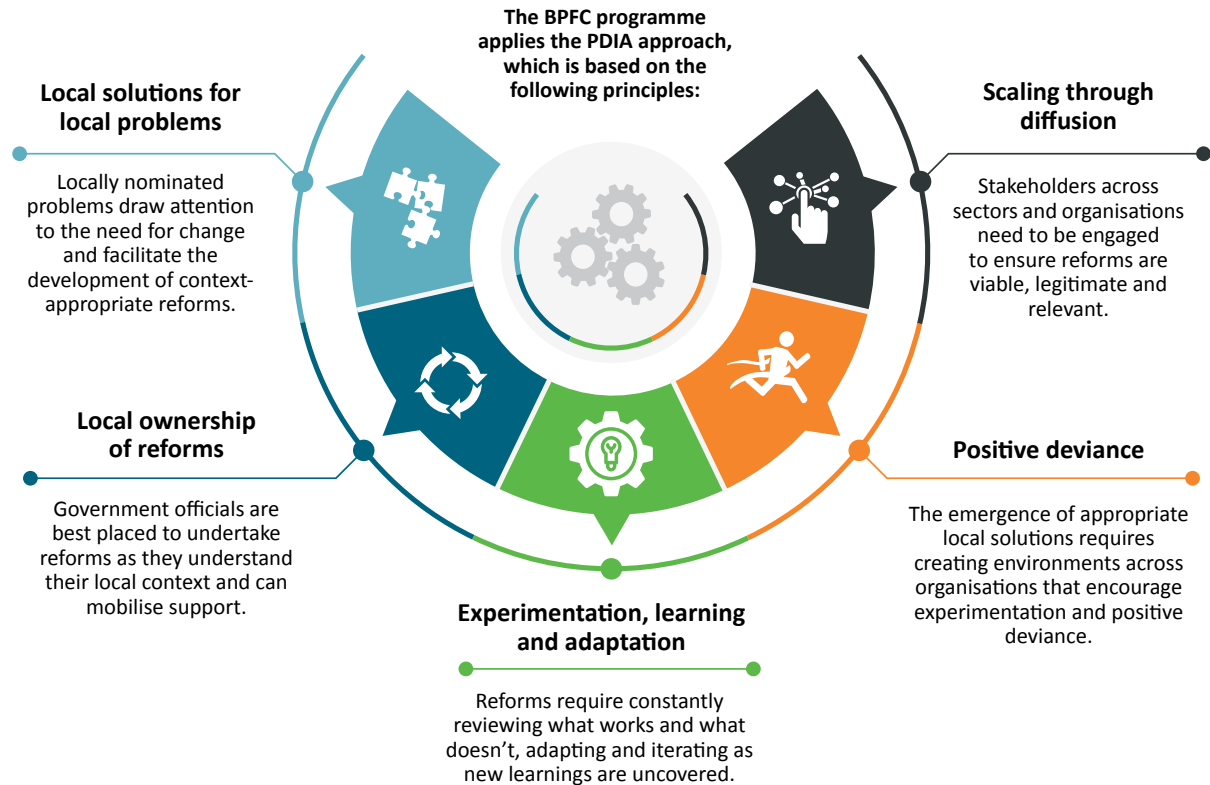
The BPFC is a 12-month action-learning programme designed to build local capabilities in solving local public finance problems. The programme recognises that PFM does not lend itself to a one-size-fits-all approach and that, beyond technical fixes, sustainable Public Finance Management (PFM) solutions require an in-depth understanding and careful management of the political economy constraints.

From my own country's PFM reform experience, the BPFC programme is well appreciated by officials because problems that matter are addressed locally and realistically. As one official from Liberia said, *"CABRI makes us the experts and for that we are thankful"*.

Dr Kay Brown
Executive Secretary



Approach



Structure of the programme

The BPFC is structured to facilitate officials' practical and experimental learning to solve complex public finance problems. Throughout the programme, a dedicated CABRI coach provides support and expertise to the team.

1

Application process

[5 weeks]

Officials from finance and sector ministries in countries in Africa are invited to apply to the programme by identifying a pressing country-specific public finance problem and a local team that will work on solving the problem.

2

Online course

[5 weeks]

The online training course introduces teams to the PDIA approach using BPFC video lectures, readings, assignments, reflection exercises and peer interactions.

3

Framing Workshop

[4 days]

Teams come together at the BPFC framing workshop, through a team effort, to:

- (i) frame the public finance problem;
- (ii) identify its causes and sub-causes and
- (iii) identify entry points and immediate steps that they will take to start solving the problem.

6

Continuing engagement

After the programme completion, teams continue working towards solving their public finance problems and determine the extent of further CABRI support going forward.

5

Review Workshop

[2-3 days]

Throughout the programme, teams attend two Review Workshops to share progress, new learnings, relevant case studies and determine objectives and steps. At the end of the programme, participants receive a certificate of completion and remain connected to the network of BPFC fellows.

4

Action-learning period

[about 40 weeks]

Country teams engage in regular learning iterations focused on practically solving the problem. This includes: (i) gathering and analysing data; (ii) consulting key stakeholders to gain new perspectives on the problem and political and administrative support for the team's work and (iii) holding regular team meetings to share progress, challenges, insights, clarify objectives and agree on next steps.

Programme requirements

The BPFC programme is designed for public officials who are committed to driving change within their ministries and beyond.

Countries join the programme by:

- Completing the BPFC application form, signed by an authoriser (a Minister(s) or Permanent Secretary)
- Nominating a pressing public finance problem that requires action (see broad problem areas below)
- Nominating a team of six officials to tackle the problem

The country-team of six public officials:

- Have current knowledge and expertise about the problem and can contribute to its resolution.
- Are from government functions relevant to the problem (in the ministry of finance and/or a sector ministry or government agency).
- Can dedicate an average of **five hours a week to the programme, throughout the 12 months**

Problem areas

DEBT, CASH AND LIQUIDITY MANAGEMENT

Countries around the world are facing unprecedented fiscal pressures. The effective management of debt and cash is critical to ensure governments can meet their extended debt obligations and deal with heightened volatility in their revenue and expenditure.






TARGET AUDIENCE: Ministries of finance (treasury, debt offices, budget office, etc.)

CAPITAL SPENDING AND PUBLIC INVESTMENT MANAGEMENT

Many countries in Africa suffer from high infrastructure deficits. The capabilities to effectively and efficiently execute capital spending projects are key to achieving sustainable economic growth and improving infrastructure outcomes in the long run.

TARGET AUDIENCE: Ministries of finance, planning, public works, other sector ministries

Some highlights from past programmes

| | | Problem | Achievements |
|---|---------------------|---|--|
|  | BENIN | Local government spending compared to local revenue is unsustainable and inefficient. | The regulatory framework for municipalities was strengthened by adopting new legislation and a budget tracking tool to monitor allocations to municipalities. |
|  | SEYCHELLES | Ineffective cash management impedes the ability of the Government of Seychelles to optimise service delivery. | In consultation with the tax authority, revenue forecasting models were reviewed and adjusted to minimise cash forecasting errors. |
|  | MALI | Taxpayers do not meet their tax obligations. | A communication strategy was developed that included the production of a video by a Malian hip-hop star to promote tax compliance. |
|  | RWANDA | Low citizen participation in planning and budgeting leads to limited accountability for results. | New tools to foster better budgetary consultation with citizens were initiated, such as a district-level citizen's guide, and budget literacy in learning institutions was enhanced through University lectures. |
|  | SOUTH AFRICA | Poor allocative decisions to public entities through the budget process, which lead to poor service delivery and crowding out of priority spending. | Communication and the relationships between public entities and the National Treasury were improved. An analytical tool to strengthen analysis of the budget and financial reporting submissions by public entities was developed. |

What BPFC participants say

98% of participants rated the programme as **excellent or very good**.

Geoffrey Asiimwe

Budget Policy Formulation & Reform Officer, Rwanda

This programme has equipped me with critical skills to diagnose serious PFM problems affecting our economies and devise solutions considering our local context.

Ndey Anta Taal

Principal Economist (The Gambia)

With the support of CABRI coaches, our team was guided to adopt home-grown solutions to address real PFM problems affecting our country. This has been a unique experience, enriching and engaging us as public servants.

Bona Ouorou

Chef Adjoint du Service de la Coopération Financière Décentralisée et des Opérateurs de l'Etat (Benin)

This programme gave me an opportunity to reflect on local solutions based on an in-depth diagnosis of our problems. It made me feel useful to my country by contributing to the resolution of important problems for local communities in Benin.

Spencer Janari

Chief Director (South Africa)

Through this programme I have learnt about the need to unpack our public finance problems and understand them thoroughly before tackling them and not to rush off to solutions to incorrect problems too prematurely.

Mahamadou N'Diaye

Cadre de haut niveau (Mali)

Through this programme, I have learnt that the solutions to our public finance problems are in our hands and that a small push can work miracles.



2024/25 BPFC timelines

| Activity | Tentative dates |
|--|----------------------|
| Deadline for countries to apply to the programme | 22 March 2024 |
| Official launch [virtual] | 17 April 2024 |
| Online course [virtual] | 29 April–27 May 2024 |
| Framing workshop [in-person] | 10–13 June 2024 |
| Action-learning & country visits | June 2024–April 2025 |
| Mid-term review workshop [virtual] | 25–26 September 2024 |
| Progress review workshop [in-person] | 4–6 March 2025 |



For more information:

Web page: <https://www.cabri-sbo.org/en/bpc>

Email: info@cabri-sbo.org

The programme is funded by the African Development Bank.



AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE
DE DEVELOPPEMENT