



# **The Collaborative Africa Budget Reform Initiative (CABRI)**

## **MEMBERSHIP BROCHURE**

**CABRI**   

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CABRI is an international organisation that partners with ministries of finance, line ministries and other government entities, to strengthen public finance capabilities and systems across Africa.

Recognised as a leading and credible pan-African voice on Public Financial Management (PFM) reform, CABRI works with over 35 African countries annually and supports governments through PFM initiatives including capacity building, expert guidance in debt and cash management, evidence-based knowledge generation and dynamic Policy Dialogues on emerging and critical PFM topics.



### **Vision**

An African continent where public financial resources are mobilised and managed with transparency and accountability to drive efficient and effective service delivery, sustainable economic growth and development.



### **Mission**

To empower African governments in designing and implementing effective PFM systems, policies and practices through collaborative peer-learning, locally driven solutions and dynamic networks of senior budget practitioners – with the aim of realising good governance and integrity in PFM.

# From inception to expansion

## Inception

### 1998–2004

- CABRI's inception through an informal network of budget managers.
- A Memorandum of Understanding signed by 11 countries.
- Targeted responses to budget managers' needs.
- Annual seminars, with 16 to 20 countries in attendance.

## Niche

### 2005–2009

- Consolidating peer-to-peer learning and exchange networks.
- Agreement to establish an inter-governmental body governed by practitioners.
- Focusing on 'what works – when and how'.

## Recognition

### 2010–2014

- Shaping of the global agenda on PFM and aid.
- Adding new approaches that focus on country practices.
- Annual average participation of 34 countries.

## Application

### 2015–2016

- Minimum of 15 activities per year.
- Focusing on budget system functionality.
- Introducing work on public debt management.

## Advancement

### 2017–2023

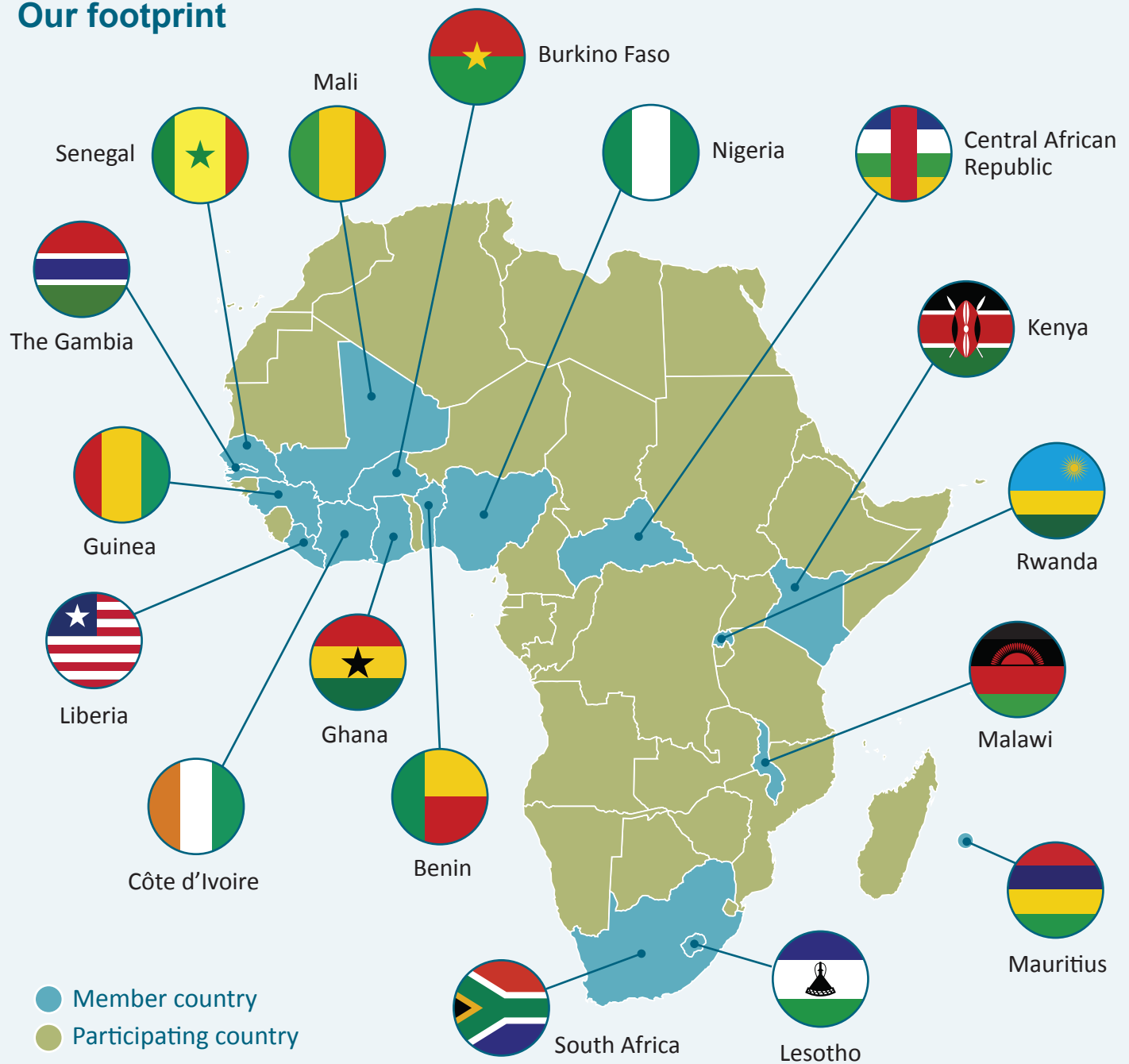
- Introducing and institutionalising the Building Public Finance Capabilities (BPFC) programmes, founded on the Problem-Driven Iterative Adaptation (PDIA) approach.
- Continued support for building the institutional capabilities of CABRI Member Countries.
- Institutionalising peer-learning through the CABRI Policy Dialogues.

## Expansion

### 2024 onwards

- Repositioning CABRI to expand country support in response to emerging challenges faced by Member Countries.
- Focusing on the financial sustainability, modernisation and efficiency of operations.
- Rigorous monitoring and evaluation of the impact of CABRI's PFM initiatives.
- Maturation of CABRI's customised methodological approaches towards strengthening leadership development within the BPFC offering.

## Our footprint



## Our funding partners



## Technical partners and regional collaboration

Global

- ODI Global
- IBP
- World Bank
- OECD
- Swedish Tax Agency
- UNDP
- UNICEF
- IIED
- ACBF

Regional

AfDB

- MEFMI
- AFRITAC South
- African Union
- UNECA
- ATAF
- AFROSAI-E
- AFROPAC
- PAFA
- AUDA-NEPAD

## Our areas of work

### PFM Reforms and Systems



#### WORK AREA 1

- Domestic Revenue Mobilisation
- Public Debt Management
- Capital Spending & Public Investment
- Digitalisation and Transparency
- Flagship CABRI events

### Sector PFM



#### WORK AREA 2

- Public Finance and Health
- Public Finance and Rural Development
- Public Finance and Education
- Public Finance for Social Welfare

### PFM Sustainability and Inclusion



#### WORK AREA 3

- Public Finance and Gender
- Climate Change Resilience
- Crisis Response and Emergency Funding

## Member countries priority areas

### Building Public Finance Capabilities (BPFC)



#### Programme-Based Budgeting



#### Debt Management



#### Domestic Resource Mobilisation



### Health



### Education



### Emergency and Disaster Risk Financing



### Climate Change



CABRI's 2024–2029 Strategic Plan is based on a deep understanding of Member Countries' evolving PFM priorities and challenges. These insights were gathered through bilateral discussions, CABRI meetings and events, and other channels, and were carefully analysed to inform targeted, demand-led support.



**SCAN TO ACCESS  
CABRI's 2024–2029  
Strategic Plan**

## Key achievements



### BPFC programme

Impactful Capability Building with over 1 000 government officials trained



### Policy Dialogues

172 Policy Dialogues with participants including ministry officials, multilateral organisations and civil society organisations



### Knowledge products

Budget Enquirer  
Africa Debt Monitor



### Enhanced knowledge products (March 2025)

Strengthened member engagement, thought leadership and advocacy, innovative programmes, flexible responses to challenges, as well as:

- 175 publications
- 242 PFM blogs
- 2 quarterly newsletters
- 7 debt newsletters



## Members and programme participant testimonials



**Mr Nana Yaw Minta Botwe, Head of Budget Technical Assistance and Support, Ghana**

Through its targeted support, peer learning and policy dialogues, CABRI has helped Ghana drive reforms that improved fiscal transparency and budget credibility. Its African-led, country-driven approach makes CABRI a vital partner in strengthening PFM systems. I encourage all African countries to join this impactful community.



**Mr Thierno Amadou BAH, Secretary General Ministry of Budget, Guinea**

Guinea has been a CABRI Member Country since 2017, but its participation dates back to 2005. This demonstrates that Guinea has grown alongside CABRI and subsequently benefitted from its tremendous support – particularly in terms of capability building. To date, 24 officials in Guinea's financial administration have benefitted from the Building Public Finance Capabilities programme and we shall continue to champion CABRI's work.



**Mrs Maleshoane Lekomola-Danziger Budget Controller, Lesotho**

Since becoming a CABRI member country in 2012, Lesotho has reaped the benefits of CABRI's support in many ways – through programme-based budgeting and best practices, and through procedures aimed at improving regional PFM. I recall the early days of programme-based budgeting, where CABRI provided valuable assistance, along with support for emerging procedures and practices aimed at improving PFM across the region. We have also benefitted from the Policy Dialogues and peer-learning, as well as from finding locally driven solutions to our own problems using our own human resources.



**Ms Tithokoze Samuel Head of the Cash Management Unit, Malawi**

Before Malawi joined CABRI, I personally benefited in two key areas: programme-based budgeting and cash management. Today, I lead the Cash Management Unit, which I played a central role in establishing in 2016. The insights gained from CABRI's Policy Dialogues on cash and debt management were instrumental in shaping the Unit's success.



**Honourable Seedy Keita Minister of Finance and Economic Affairs, The Gambia**

Since becoming a CABRI Member Country in 2014, The Gambia has benefitted immensely from CABRI's knowledge and expertise, technical assistance and support for public financial management (PFM) interventions. As a pan-African organisation helping promote the PFM agenda across the continent, CABRI plays a vital role – and I encourage all African countries to become a CABRI Member Country.

## Membership benefits

CABRI membership is open to all African countries, with participation in some programmes/activities reserved for member countries. The benefits of being a CABRI Member Country include:

- Promoting locally driven solutions to local problems.
- Preferential selection to participate in the Building Public Finance Capabilities (BPFC) programme.
- Access to unique PFM approaches such as the Problem-Driven Iterative Adaptation (PDIA) approach.
- Access to a network of practising peers.
- Ministry staff development and training – targeted workshops and training conducted through peer-learning and exchange.
- Advocacy for African voices and ownership.
- Active participation in shaping CABRI's strategic direction through representation on the Management Committee and General Assembly.
- Access to learning resources and technical expertise.
- Being part of a collective effort to strengthen African public institutions.

## Membership procedures

All African countries are invited to become a member of CABRI. Membership is formalised through accession to the International Agreement establishing CABRI, as per the following steps.\*

### STEP 1

Approval of the International Agreement establishing CABRI by Cabinet, Parliament or the relevant Minister

### STEP 2

Accede to the International Agreement establishing CABRI

### STEP 3

Submit the Accession Instrument to the CABRI Secretariat

### STEP 4

Membership becomes effective upon receipt of the Accession Instrument

### STEP 5

Agree to pay the membership fee as outlined below.

## Membership fees\*

*\*Membership fees as at 2024/25 – under review and reviewed every 3 years.*

TIER 1	TIER 2	TIER 3
GDP ≥ USD 10 billion	GDP ≥ USD 5 billion and < USD 10 billion	GDP < USD 5 billion
USD 50,000 p.a.	USD 25,000 p.a.	USD 15,000 p.a.

# *We are CABRI!*



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