



Programme

The policy dialogue aims to improve cash management through better co-ordination. The dialogue will focus on how regular interactions and sharing of information between budget, cash and debt management offices can enhance the accuracy of cash plans, reduce idle cash balances and arrears, and limit escalations in borrowing costs.

Tuesday 3 September 2019	
8:30 – 9:00	Arrival and registration
9:00 – 9:30	Welcome by Ms Ashveena Gajeelee -Head of Technical, CABRI Opening remarks by Mr Jules Coulibaly, Director Public Debt and Grants, Ministry of Economy and Finance, Côte d'Ivoire
9:30 – 10:00	Break and group photo
Session 1 10:00 – 11:30	Panel discussion: cash management practices, procedures and pitfalls Cash managers to discuss the impediments they are facing, efforts they've made to improve coordination, and how better cash plans and aligning borrowing activities to future cash needs, may assist in improving cash management. Panellists: Mr Jules Coulibaly - Director Public Debt and Grants, Ministry of Economy and Finance, Cote d'Ivoire Ms Emmie Shawa Chengulula – Director, Treasury Services, Zambia Ms Hajar Sahli – External Debt Manager, Department of Treasury and External Finances, Ministry of Economy and Finance, Morocco Ms Litlhare Molemohi-Phori - Senior Budget Officer, Lesotho Q&A Moderator: Mr Johan Krynauw -Programme Manager: Sustainable Public Debt Management, CABRI

<p>Session 2</p> <p>11:30 – 13:00</p>	<p>Strengthening cash management through better co-ordination between the budget, cash and debt management offices</p> <p>Externally developed models and systems have been introduced throughout the continent, yet cash rationing and information asymmetries remain as prevalent as ever.</p> <p>Before implementing these systems, countries should build their institutional capabilities and establish better practices, in working together and sharing of information. Strengthening coordination may limit the pervasiveness of cash rationing.</p> <p>Format:</p> <p><i>“Strengthening cash management operations through better co-ordination in Mauritius”</i> by Mr Navind Rambajun (Accountant-General’s office, The Treasury, Ministry of Finance & Economic Development, Mauritius), followed by Q&A.</p> <p><i>“Finding a home for the Cash Management Unit”</i> by Mr Jules Coulibaly or Mr Kone Mamadi - Ministry of Economy and Finance, Cote d’Ivoire, followed by Q&A.</p> <p>Delegates will be asked to identify and share the challenges inhibiting cash management coordination in their countries.</p> <p>Facilitator: Mr Johan Krynauw</p>
<p>13:00 – 14:00</p>	<p>Lunch</p>
<p>Session 3</p> <p>14:00 – 15:30</p>	<p>Borrowing can be a costly exercise when not aligned to cash needs</p> <p>Integration between the debt and cash managers has proven to be crucial. If the government’s funding plans don’t coincide with the government’s overall cash requirements, a situation could occur where the government’s cash position may either be under- or overstated.</p> <p>What do the cash and debt managers require from each other and what is the role of the central bank in managing the government’s cash positions?</p> <p>Format:</p> <p><i>“Borrowing plans as part of cash management”</i> by Ms Manar Lanani - Middle Office official, Department of Treasury and External Finances, Ministry of Economy and Finance, Morocco, followed by Q&A.</p> <p><i>“How the government of Mali in the WAEMU region manages its cash balances within a common monetary area”</i> by Mr Oury Kone, Economic and Financial Management Office, Ministry of Economy and Finance, Mali, followed by Q&A</p> <p>Facilitator: Ms Oulimata Ndiaye, WAMU Securities Agency, Head of Operations Senegal</p>

<p>Session 4</p> <p>15:30 – 17:00</p>	<p>Round table discussion</p> <p>Pursuit game on public financial management, “PFM Pursuit” – Cash management practices</p> <p>Through a game, this session facilitates conversations between officials from respective countries, addressing some of the challenges covered in the earlier sessions related to:</p> <ul style="list-style-type: none">- Is cash management a priority?- Working in silos and changing the status quo- Fragmented functions – how to make it work through better co-ordination (should this be addressed through a legal framework)- Building capacity in cash management- Voice of the debt and cash management in the budget process- Moving from cash rationing towards manage government’s cash balances more actively- Off budget requests <p>Facilitators: Ms Ashveena Gajeelee and Mr Johan Krynauw</p>
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Wednesday 4 September 2019

9:00 – 9:15	Key messages from day one
Session 5 9:15 – 10:45	<p>Strengthening the timeous sharing of information and accuracy of cash plans from MDAs</p> <p>Without knowing the resources ministries, departments and agencies (MDAs) require and when they are required, the ministry of finance cannot ensure the budget is executed and must resort to unnecessary borrowing while funds lie idle.</p> <p>Through CABRI’s Building PFM Capabilities programme in 2018 and an ongoing Diffusion programme, Lesotho is seeking to improve the accuracy of cash plans and their link with procurement plans, to determine why funds are not reconciled, disclosed or retired and why the link between cash and debt management remains so tenuous.</p> <p>Format:</p> <p>“Introduction to CABRI’s Building PFM Capabilities programme” – Presentation Ms Danielle Serebro (PFM Specialist, CABRI)</p> <p><i>“The importance of effective cash planning and coordination during budget formulation and execution”</i> - Lesotho case study as presented by Mr Moeketsi Mokhoele - Senior Debt Officer, Ministry of Finance, Lesotho, followed by Q&A</p> <p>Facilitator: Ms Danielle Serebro</p>
10:45 – 11:15	Break
Session 6 11:15 – 13:00	<p>Interaction between budget, cash and debt management in cash flow forecasting: The South African experience</p> <p>Cash-flow forecasting is a critical part of active cash management. The inability to forecast cash flows in the short to medium term, results in liquidity challenges and the accumulation of arrears. Without forecast information, the debt office is unable to time future peaks and troughs or decide on the maturity of debt. Forecasting requires the inputs of all stakeholders – how does the cash manager ensure timeous cooperation and accurate contributions?</p> <p>Format:</p> <p><i>“Cash flow forecasting in South Africa: the role of the cash, debt and budget offices”</i> by Johan Redelinghuys - Chief Director: Financial Operations, Asset and Liability Management, National Treasury of South Africa followed by Q&A</p> <p>Facilitator: Mr Johan Krynauw</p>

13:00 – 14:00	Lunch
Session 7 14:00– 16:00	Improving coordination between budget, cash and debt management Following the discussions, countries should have a better understanding of how to improve the current coordination practices between budget, cash and debt management. Individual country context will, however, dictate what can and cannot be implemented. As an individual country exercise, indicate what are the key learnings and how it can be adopted in your country by - <ol style="list-style-type: none"> 1. taking the discussions of the last two days into consideration, countries should be able to identify the way forward and which key areas they would like to focus on and why they would like to focus on these areas? 2. countries to identify where their shortcomings lie and possible challenges? (Compare with challenges as identified in session 2) . 3. lastly what concrete actions or what steps can be taken to improve their interaction and information sharing practices? Facilitator: Ms Ashveena Gajeelee
16:00 – 16:30	Closing remarks and participants are requested to complete the evaluation form

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