



Appropriating and diffusing programme-based budgeting

10-11 April, 2018
Abidjan, Côte d'Ivoire



Programme

Numerous African countries embraced the trend of moving towards programme based budgeting (PBB). This is true for the West African Economic Monetary Union (WAEMU) where the Commission included the adoption of PBB by 2017 as part of the provisions of the 2009 WAEMU Directives on Public Financial Management. When PBB is successfully implemented, it is expected to lead to more functional public financial management systems through the closer alignment between socio-economic planning and the budget, improved spending allocations and a more effective framework for measuring outcomes. This workshop aims to examine issues around how countries appropriate and diffuse PBB, that represent key elements to a functional reform. In that respect, it covers themes relating to the implementation of PBB, such as the decentralization of expenditure controls, change management, countries' adaptation to local context as well as pre-conditions and co-conditions to a functional PBB; drawing from experiences within and outside of the WAEMU.

Time	Session	Resource persons
Day 1 - Tuesday, April 10, 2018		
8.00 – 8.30 am	Registration	
8.30 – 9.00 am	Welcome Address Introductory Remarks	Neil Cole, Executive Secretary, CABRI Karim Traoré, Chief of staff of the State secretariat to the Prime Minister, in charge of the budget and the portfolio of the state, Cote D'Ivoire
9.00 – 10.30 am	<u>Session 1: Taking hindsight - the status of PBB reform</u> Session Objective: to provide insight into the status of PBB reform implementation in Africa and beyond as well as some of the challenges countries faced. The session will also describe the “spirit” of the WAEMU directives related to PBB and the role of the Commission in their implementation.	CABRI Programme Manager Institutional Capabilities - Adil Ababou WAEMU Commission Public Finance expert - Issa Sawadogo
10.30–11.00 am	TEA / COFFEE BREAK	

Time	Session	Resource persons
11.00 – 12.30 pm	<p><u>Session 2: Program Based Budgeting and country context</u></p> <p>Session Objective: based on the case of Burkina Faso’s on-going journey towards PBB, participants will discuss some implementation challenges countries can face in adopting an external reform like PBB and how these reforms can be adapted to their local context.</p>	<p>Burkina Faso</p> <p>Facilitator: Andrew Lawson</p>
12.30 – 1.30 pm	LUNCH	
1.30 -3.00 pm	<p><u>Session 3: Uncovering challenges behind the appropriation and diffusion of PBB</u></p> <p>a) Why context matters in PBB? Triggers, lessons and challenges</p> <p>Session objective: to discuss to which extent context matters for PBB reform and how countries have taken into account certain pre-conditions and co-conditions prior to adopting PBB. The session will explore what these consist of and examine how countries have incorporated them into their approach to PBB reform.</p>	<p>Facilitator: CABRI Executive Secretary - Neil Cole</p> <p>Discussant: Tunisia</p>
3.00 – 3.30 pm	TEA / COFFEE BREAK	
3.30 – 5.00 pm	<p><u>Session 3 Cont’d: Uncovering challenges behind the appropriation and diffusion of PBB</u></p> <p>b) The practical challenges in achieving reform functionality</p> <p>Session Objective: to consider challenges that occur in the process of translating into practice changes in the organic budget legislation resulting from the endorsement of PBB. Issues relating to donor intervention, stakeholder acceptance and technical capacity will be discussed considering the angle of various stakeholders. The session will be based on the fictional video case study “Okomo’s quest”.</p>	<p>Facilitator: CABRI PFM Specialist – Joana Bento</p>

Time	Session	Resource persons
Day 2 – Wednesday, April 11, 2018		
9.00 – 11.00 am	<p><u>Session 4: Change management and PBB - the human side of reform</u></p> <p>Session Objective: to consider the key elements of an effective change management strategy; how countries can effectively communicate and coordinate PBB reform initiatives that build acceptance and promote an inclusive process that includes sector ministries, the legislature, civil society etc. The session will be based on a fictional case study.</p>	Facilitator: CABRI
11.00 – 11.30 am	TEA / COFFEE BREAK	
11.30 – 1.00 pm	<p><u>Session 5: Change management and PBB - the principles of autonomy and accountability in the decentralization of spending controls</u></p> <p>Session objective: to consider the role of the decentralization of commitment controls in ensuring the principles of autonomy and accountability adequately take shape within the context of PBB. A country case study looks at the evolution from a centralized to a decentralized system, looking at processes, measures and challenges in terms of capacity building, procedural changes relating to internal controls, accounting and reporting controls as well as organizational changes.</p>	<p>Mauritania Mali</p> <p>Facilitator: Andrew Lawson</p>
1.00 – 2.00 pm	LUNCH BREAK	
2.00 – 3.30 pm	<p><u>Session 6: Gradualism in PBB reform – how much is too much?</u></p> <p>Session Objective: to highlight the considerations that are taken into account in taking a gradual approach to PBB reform; the iterative process that is required and how to define the right level of gradualism, taking into account country readiness and absorptive capacity. Country cases will be leveraged to provide practical insights.</p>	<p>Morocco Seychelles</p> <p>Facilitator: Andrew Lawson</p>

Time	Session	Resource persons
3.30 – 4.00 pm	TEA/COFFEE BREAK	
4.00 – 5.30 pm	<p>Session 7: Reflecting on Next Steps</p> <p>Session Objective: to reflect on what has been covered and how they can be incorporated into countries' next steps. Country teams also consider the role of line Ministries in their PBB implementation strategies.</p>	CABRI

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