

A man with grey hair and glasses, wearing a white shirt, is speaking to a group of people in a classroom or lecture hall. He is gesturing with his hands. The audience consists of several people of diverse backgrounds, some looking at him and others looking down at their laptops. The setting appears to be a professional or academic environment.

## PUBLIC FINANCIAL MANAGEMENT IN A CHANGING WORLD

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**HARVARD** Kennedy School

*Executive Education*

YOU'RE HERE TO MAKE A DIFFERENCE.™



## PUBLIC FINANCIAL MANAGEMENT IN A CHANGING WORLD

Over the past two decades, public financial management reforms have been implemented around the globe, but many simply have not met expectations. Yet the urgency for governments to embrace reform has increased, particularly after 2008, as countries came under greater pressure to pursue austerity measures while simultaneously delivering government services.

Reform initiatives to date have focused primarily on technical fixes that have yielded mixed results. In practice, public financial management does not lend itself to a one-size-fits-all approach. Effective reform depends on political and organizational change, which requires a deep understanding of national traditions, capacities, and needs. While most attention has centered on public financial management in developing countries, research has shown that many developed countries face similar issues when it comes to implementing successful reforms.

*Public Financial Management in a Changing World* offers a rigorous, evidence-based approach to public financial management. This program brings together officials in charge of implementing reforms in their countries with leading experts from multilateral organizations to examine the complex challenges of successful systemic reform.

In one extraordinary week, the program will provide you with:

- » An empirical understanding of the elements of reform agendas that typically succeed, those that do not, and an analytical framework for interpreting how and why this differs by country
- » Evidence-based insights about the connection between the quality and the outputs of systems in functional areas such as budgeting, accounting, auditing, and procurement
- » Approaches for strategic engagement of stakeholders in reforms and change management
- » A lasting global network of new connections and colleagues

*“Public Financial Management was a perfect platform to explore the similar challenges yet diverse experiences of my domestic and international peers. I returned to my organization with the drive and the tools to implement institutional and sustainable reforms with a global perspective.”*

– MIA D. WALLACE  
DEPUTY DIRECTOR OF COMPLIANCE  
CITY OF NEW ORLEANS

## CURRICULUM

The curriculum offers an intensive analysis of the current public financial management landscape through a combination of lectures, case studies, and classroom discussions. By making extensive use of Public Expenditure and Financial Accountability (PEFA) data, you will be able to draw meaningful conclusions about the quality of outputs of financial management systems in various countries. You will explore key aspects of budget reform, accounting, and internal audit reform, and examine how these parts come together to facilitate effective public financial management systems.

The curriculum will go far beyond the numbers, using case studies focusing on qualitative examples of reform in action. You and your peers will reflect on your learning and discuss how these reforms can be implemented in your own country.

The program will give you a greater understanding of:

- » Approaches to balancing the demands put on public financial management systems, including simultaneous pressures to embrace austerity and increase spending
- » The options available for improving public financial management performance in a wide variety of countries
- » Strategies used to adapt proven reform options to local challenges
- » Tactics for implementing reforms among multiple agencies across government



## WHO SHOULD ATTEND

*Public Financial Management in a Changing World* is designed for senior officials tasked with developing and implementing reform initiatives in their countries. Leaders with responsibility for budgets, audits, and financial controls in any government ministry or department will greatly benefit from this program.

In addition, participants may also include senior officials working in the following areas of government:

- » Budget directors
- » Budget officers
- » Treasury specialists
- » Government accounting officers
- » Planners
- » Auditors (internal and external)
- » Procurement specialists
- » Parliamentarians involved in budget processes

Corporate consultants and representatives of multilateral or bilateral institutions working in these areas will also gain tremendous value from this program.



**TO APPLY OR LEARN ABOUT PROGRAM DATES,  
CURRICULUM, TUITION, AND MORE, PLEASE VISIT**

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Admission is competitive and based on professional achievement and organizational responsibility. There are no formal educational requirements; however, fluency in written and spoken English is a necessity for participation.

## FACULTY CHAIR



**Matt Andrews** is a Senior Lecturer in Public Policy at Harvard Kennedy School. Professor Andrews' research focuses on public sector reform and participatory governance in developing and transitional governments. His recent articles explore forging a theoretical understanding of the nontechnical factors influencing success in reform processes. Specific emphasis is given to the informal institutional context of reform, as well as leadership structures within government-wide networks. This research developed out of his work in the provincial government of KwaZulu-Natal in South Africa and more recently from his tenure as a Public Sector Specialist working in the Europe and Central Asia Region of the World Bank. He brings this experience to courses on public management and development. Andrews holds a BCom (Hons) degree from the University of Natal, Durban (South Africa), an MSc from the University of London, and a PhD in Public Administration from the Maxwell School, Syracuse University.

*“This program made me appreciate the need for financial reform and places me in a strategic position to contribute my knowledge to my organization, my state, and the country at large.”*

– 2015 PROGRAM ALUMNUS

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