



We are CABRI

The Collaborative Africa Budget Reform Initiative (CABRI)

Legislature in the
Budget Process

27-28 November 2018
Nairobi, Kenya

Collaboration
Budget
Local Reform
Solutions
Peer Learning
PFM Capabilities
Public debt
Dialogue
Knowledge
Generation
Accountability
Networking
In-country
Value for Money

“The Collaborative Africa Budget Reform Initiative (CABRI) works with African finance and budget ministries in developing and implementing reforms that lead to more functional public financial management systems.”

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MESSAGE FROM THE CABRI SECRETARIAT



The Collaborative Africa Budget Reform Initiative (CABRI) is at the frontline of efforts to improve the capabilities of African countries to manage public finance resources. For more than a decade, we have provided member and participating countries with a platform for exchanging experiences and learning. This we have done by respecting local knowledge and by remaining relevant and accountable to those we serve.

Starting off as an informal network and later established as an intergovernmental entity, CABRI has built a unique community of peers striving together to develop and implement reforms that lead to more functional public financial management systems across the African continent.

Working predominantly with finance and budget ministries, CABRI is committed to making investments in public financial management really count. Our theory of change is premised on an understanding of ‘what works, when and how’ and applying different ideas that are derived from regular assessment, iteration and learning. And in doing so, we position the practitioners – the officials actually responsible for managing public finances in their countries – at the front, centre and back of all that we do because they are the ones who are best placed to identify context-specific challenges. An official from the Central African Republic, Thierry Lobaka, who was a member of a country team that participated in the Building Public Finance Capabilities programme, expressed the following thoughts about the approach used by CABRI:

The [...] approach has made it possible for me to showcase the expertise and skills that I possess, which I use to the advantage of my country. Henceforth I will feel proud each time that I see any administrative infrastructure that has been rebuilt or rehabilitated using state resources.

The Central African Republic, along with 16 other African countries have formally joined CABRI. The countries that participate in CABRI activities, but have not formally joined, are encouraged to do so. We believe that the benefit that non-member countries have derived from participating in CABRI activities, together with the information in this brochure, will provide the necessary incentive to join and contribute to strengthening CABRI and PFM.

We look forward to our collaborations.

CABRI Secretariat



WHO WE ARE

The Collaborative Africa Budget Reform Initiative (CABRI) works with African finance and budget ministries in developing and implementing reforms that lead to more functional Public Financial Management (PFM) systems. CABRI is at the frontline of efforts to improve the capabilities of African countries to manage public finance resources. Over the past decade, our interventions have provided member and participating countries with the platform for exchanging experiences and learning from each other, in an environment of respect, appropriateness, openness and ownership. We have, and continue to build, a unique community of peers working together to discover what works (when and how), and together we are supporting the establishment of functional PFM across the African continent.

Our Vision

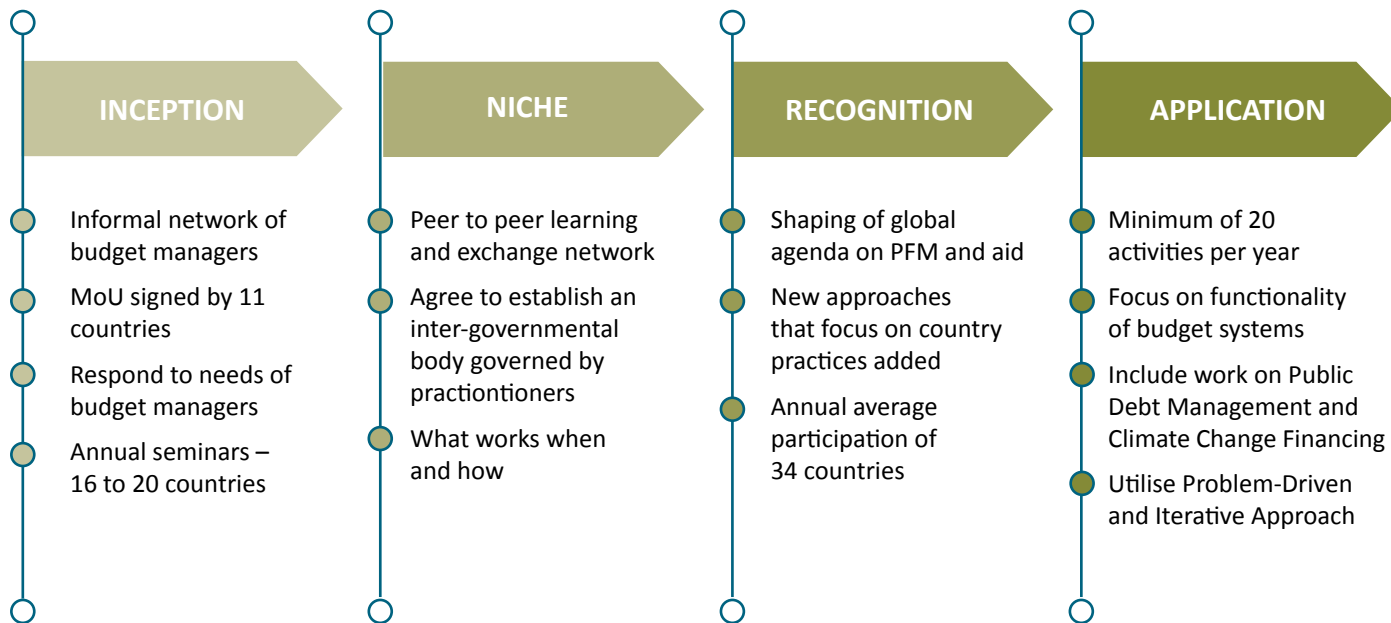
Through its work, CABRI continues to strive to achieve its mission that, across Africa, public finance resources are managed with integrity, transparency and accountability for efficient and effective service delivery, sustainable economic growth and development.

Our Mission

Strengthen the capabilities of government officials for the implementation of reforms that achieve functional PFM systems.

WHERE WE COME FROM

2004 NOW



GOVERNANCE STRUCTURE

CABRI is a pan-African organisation that is governed by three bodies: The General Assembly, the Management Committee and the Secretariat. An International Agreement establishes CABRI.

General Assembly

This is the highest decision-making authority. It is composed of all the CABRI member states and meets annually to ratify CABRI's work plan and budget, adopt audited accounts and provide overall policy direction.

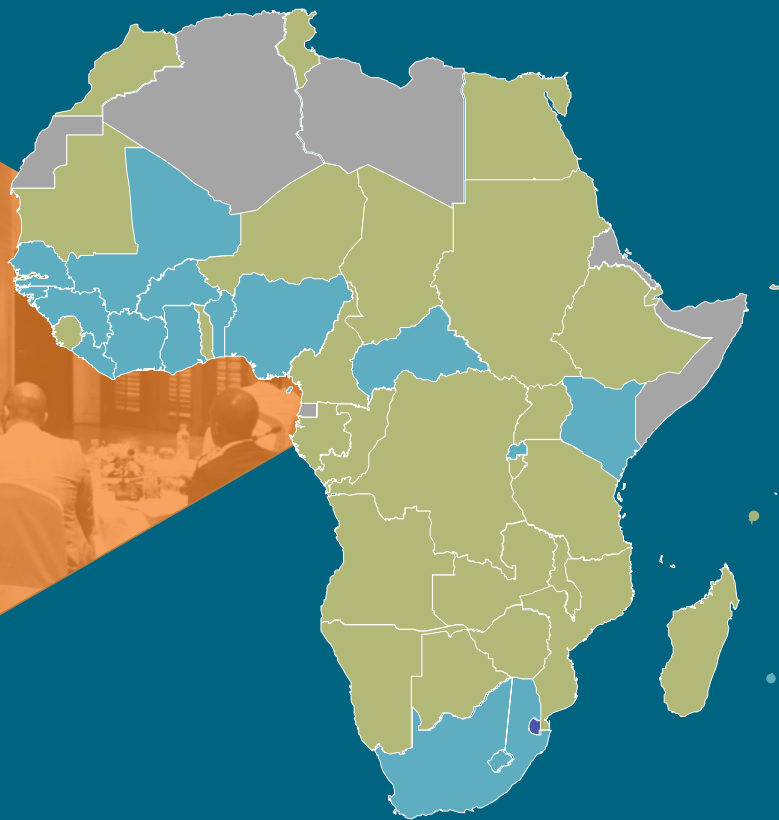
Management Committee

This committee oversees the work of the Secretariat and provides strategic guidance to the organisation towards the attainment of its objectives. Comprising of five elected country representatives, the Management Committee is elected by the General Assembly and serves a term of two years.

CABRI Secretariat

Through a Host Agreement signed between CABRI and the government of South Africa, the CABRI Secretariat is situated in Pretoria, South Africa. The Secretariat is led by an Executive Secretary and includes a diverse team of professionals.

WHERE WE WORK

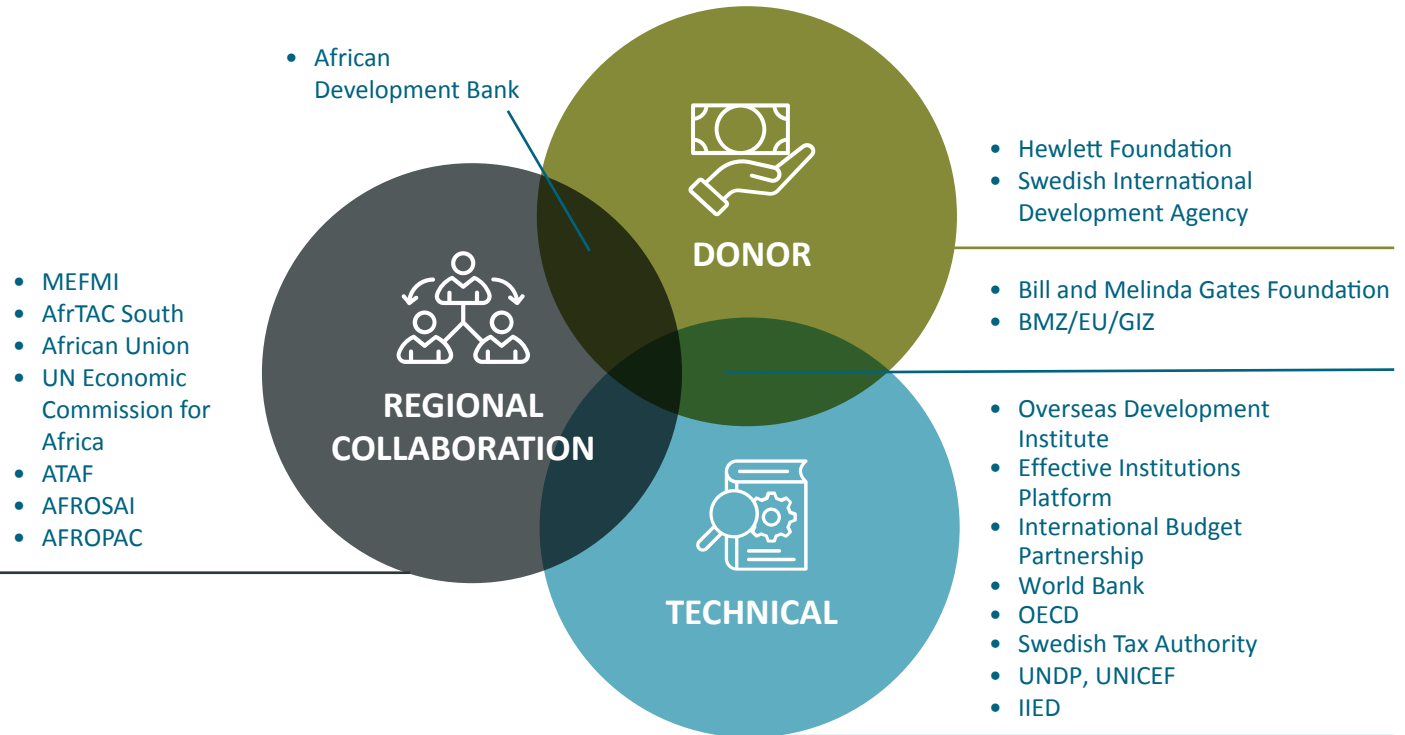


CABRI's footprint

Member country

Participating country

PARTNERSHIPS



HOW WE WORK



Building Public Finance Capabilities

The BPFC programme is an 8-month action-learning programme that puts teams of government practitioners at the centre of PFM reforms, through an approach that drives incremental change and facilitates the emergence of local solutions to complex public finance problems.



Policy Dialogues

CABRI's policy dialogues provide a platform for practitioners from ministries of finance and budget - and a select number of line ministries – to share and learn from the experiences of their peers, and where appropriate, apply the lessons.



Knowledge Generation

CABRI supports the generation and dissemination of knowledge on PFM issues in Africa. CABRI has been building an evidence base of practices and processes that support functional PFM systems. Our knowledge products include:

- COVID-19 Africa Public Finance Response Monitor
- PFM Capabilities Assessments
- Budgets in Africa
- Africa Debt Monitor



Value for Money

Ministries of Finance and Budget are central to ensuring that public funds are utilised judiciously by spending agencies. Areas of focus in this programme are infrastructure, education, agriculture, health and WASH.



Transparency and Accountability

The existence of effective transparency and accountability mechanisms is critical to ensure that governments fulfill their obligations and promises to their citizens.



Public Debt Management

A critical aspect of financial stability and sustainable fiscal policy is a government's ability to effectively manage its public debt. It is therefore imperative that countries have capable debt management offices that can design policies and strategies that appropriately balance cost and risk, and execute financing transactions efficiently.



Climate Change Financing (CCF)

A new area of work for CABRI, with a strong focus on gender, the CCF programme aims to build stronger links between climate change policy and the budget process.

MEMBERSHIP BENEFITS, PROCEDURE AND FEES



BENEFITS OF BECOMING A CABRI MEMBER COUNTRY

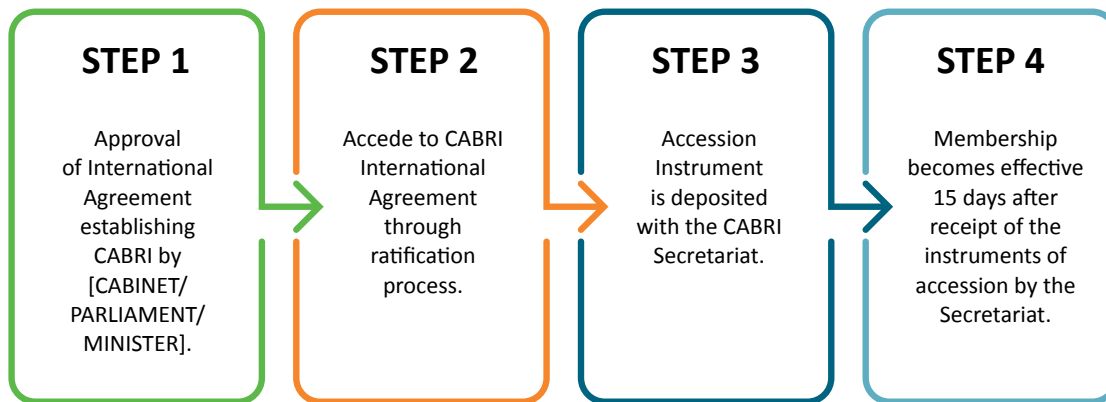
Membership to CABRI is open to all African countries. Participation in CABRI activities is also open to all African countries, although priority is given to member countries. The benefits of being a CABRI member country include:

- + Preferential selection to attend the BPFC programme.
- + Provision of a unique approach to problem solving – through the PDIA approach.
- + Access to a network of contacts for peers.
- + Ministry staff development/training – tailored workshops, training and through peer-learning and exchange activities.
- + African voice and ownership – local solutions to locally identified problems.
- + Helping shape CABRI's strategic focus – membership to the Management Committee and General Assembly.
- + PFM learning resources and expertise.
- + Helping African organisations to grow.



All African countries are invited to become a member of CABRI. The membership procedure includes acceding to the International Agreement establishing CABRI.

MEMBERSHIP PROCEDURE



Based on the principles of transparency, simplicity and fairness, CABRI implemented a three-tier nominal membership fee structure based on a country's gross domestic product (GDP). The three categories that best reflect the natural groupings amongst the CABRI members and the membership fees are tabled below.

**The General Assembly reviews membership fees every three years.*

MEMBERSHIP FEES

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

HEAR FROM OUR MEMBERS AND PROGRAMME PARTICIPANTS:



“After participating for 11 years in CABRI’s activities as an observer, Guinea became a member of the organisation in 2017. This collaboration has accelerated the implementation of the reform programme of public finances adopted in 2014. CABRI’s support allowed us to align our country’s legal and regulatory frameworks for public finances with international standards, particularly in the areas of budget transparency, programming and monitoring of budget execution, budget risk management and capacity building of actors through the ‘Building Public Finance Capabilities’ programme.” – *Thierno Amadou Bah, Head of Budget Synthesis Division, National Budget Directorate, Guinea*



“The Gambia has been a member of CABRI since 2014. Through our collaborations, the Ministry of Finance has acquired knowledge and practical tools that equipped us to tackle everyday public financial problems faced by our Ministry – facilitated through CABRI’s peer-learning and exchange activities. The participation by our line Ministries in CABRI events and programmes have therefore given us the opportunity to solve complex PFM problems using home grown solutions.” – *Mya Azzi Tambadou, Ministry of Finance, The Gambia*



“The programme facilitates collaboration between departments; as a result, team members not only understand the nature of the problem in relation to their work but can approach a cross-departmental problem from different angles.” – *Makubutu Rakubutu, Debt Officer, Public Debt Management Department, Lesotho*



“This programme has equipped me with critical skills relating to how to diagnose serious PFM problems affecting our economies and devise solutions considering our local context but also learning from others and customizing their ways and solutions in our local context.” – *Geoffrey Asiiimwe, Budget Policy Formulation and Reform Officer, Rwanda*



CABRI 

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Southdowns Ridge Office Park
Cnr John Vorster & Nellmapius Drive
Centurion, 0062
South Africa

Telephone: +27 (0)12 492 0022
General information: info@cabri-sbo.org
Website: www.cabri-sbo.org



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