IMF East AFRITAC
Regional Peer Learning Workshop:
Review of IT systems to support Performance Based Budgeting
Date: 16 – 20 November 2020

1. Background

Most East AFRITAC (AFE) member countries have adopted different forms of Performance Based Budgeting (PBB), which are at various stages of maturity. All countries have adopted presentational performance budgeting, where performance information is presented in budget documents as background information for accountability and dialogue with legislators and citizens. The extent of performance informed budgeting however varies across countries.[1]

Ethiopia, Kenya, Malawi, Rwanda, Tanzania (Zanzibar) and Uganda have adopted PBB with support from AFE. Each country has adapted their Chart of Accounts (CoA) structures and budget presentational formats in different ways with AFE support, including the development of technical manuals to help develop the reform process.

Adopting PBB involves step changes to IT systems at each stage of the PFM cycle. Program objectives, targets and key performance indicators (KPIs) are used to illustrate how expenditures are prioritized at the planning and budgeting phase. During execution, in-year spending should be presented alongside non-financial outputs for budget monitoring purposes and ex-post reporting at the outcome level to support evaluation of national strategic plans.

IT system challenges exist across the region, which stem from de-linkages between the planning, budgeting, execution and reporting processes. IT systems development has tended to focus more on upstream areas of budget preparation and presentation but have not easily cascaded to execution and reporting. This creates a dual process and undermines the objective of PBB to link spending to results and improved service delivery.

IT system development to support PBB in the six countries has evolved over the past 15 years and lesson learning from these experiences can support further reform efforts. Some countries have integrated elements of PBB with their Integrated Financial Management System (Rwanda, Tanzania) or are planning to do so (Ethiopia, Malawi), whereas others have adopted more bespoke approaches and IT systems (Uganda and Kenya). Each approach has different strengths, challenges and opportunities that would be useful to share through a peer learning exchange.

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[1] Uganda and Rwanda have moved towards this through performance contracting, where resources are indirectly related to proposed future performance or to past performance to support the budget decision making process through the use of performance contracts.

2. Peer Learning Objectives

The virtual workshop aims to bring together the six countries to share lessons on IT system development to support PBB, with the aim to: (i) share lessons in their reform transition; (ii) discuss options to improve IT systems integration in the PFM cycle, and; (iii) to develop a collegial link across the countries to support each other in further reforms.

3. Peer Learning Themes

This workshop will focus on the following themes:

Theme A: The use of IT systems to support program costing. This theme will explore the types of budget costing techniques that have been programmed in IT systems and their effectiveness to support program costing. Specific attention will be provided to the level at which costing is undertaken within the CoA structure and the level of transparency of presentation within the budget preparation process.

Theme B: Data flows between budget and execution systems. This theme explores the efficiency of data flows between the budget preparation, execution and reporting systems to examine where improvements can be made.

Theme C: Report generation: The six countries use various report generation functions, some of which are fully systemized, where others rely on a large degree of manual data entry and compilation. This theme will explore the pros and cons of each approach.

Theme D: Budget Challenge Function: The inclusion of performance information is intended to strengthen budgetary decision-making and the challenge function through better prioritization, monitoring and accountability. The performance of PBB in the region has been mixed in the region and this theme intends to explore where the bottlenecks are and how improvements can be made.

4. Organization

Due to regional travel restrictions, the workshop will be conducted virtually and delivered though video conferencing and cloud sharing technology. WebEx will be used as the main video conferencing platform and sessions will be structured based on the attached workshop schedule. All presentations and material will be shared electronically to participants through the cloud platform Box. There will be options for bilateral country visits to continue the learning exchange when travel safely resumes in the region.

5. Target Participants

Participants should be senior technical officials involved in budget preparation, monitoring and evaluation. The workshop will be limited to four participants from each country.

Confirmation of attendance should be emailed to East AFRITAC not later than Friday, 11ᵗʰ September 2020. All nominations and enquiries should be sent to the following workshop coordinators:

Mr. Imran Aziz
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Time	Session	Resource persons
Monday, November 16, 2020		
9:00 – 9:30 am	**Welcome and introduction to the workshop**	East AFRITAC
Theme A: The use of IT systems to support program costing: This theme will explore the types of budget costing techniques that have been programmed in IT systems and their effectiveness to support program costing. Specific attention will be provided to the level at which costing is undertaken within the CoA structure and the level of transparency of presentation within the budget preparation process.		
9:30 – 11:00am	**Session 1: Presentation and discussion of key issues/debates on Theme A**	East AFRITAC
11:00 – 11:30	**Break**	
11:30 – 13:00pm	**Session 2: Group discussion on Theme A:** Discussion on pros and cons of different approaches adopted in countries	East AFRITAC, all country representatives
Tuesday, November 17, 2020		
Theme B: Data flows between budget and execution systems. This theme explores the efficiency of data flows between the budget preparation, execution and reporting systems to examine where improvements can be made.		
9:30 – 11:00 am	**Session 3: Presentation and discussion of key issues/debates on Theme A**	East AFRITAC
11:00 – 11:30	**Break**	
11:30 – 13:00 pm	**Session 4: Group discussion on Theme B:** Discussion on pros and cons of different approaches adopted in countries	East AFRITAC, all country representatives
Wednesday, November 18, 2020		
Theme C: Report generation: The six countries use various report generation functions, some of which are fully systemized, where others rely on a large degree of manual data entry and compilation. This theme will explore the pros and cons of each approach.		
9:30 – 11:00 am	**Session 5: Presentation and discussion of key issues/debates on Theme C**:	East AFRITAC
11:00 – 11:30	**Break**	
11:30 – 13:00 pm	**Session 6: Group discussion on Theme C:** Discussion on pros and cons of different approaches adopted in countries	East AFRITAC, all country representatives
Thursday, November 19, 2020		
Theme D: Budget Challenge Function: The inclusion of performance information is intended to strengthen budgetary decision-making and the challenge function through better prioritization, monitoring and accountability. The performance of PBB in the region has been mixed in the region and this theme intends to explore where the bottlenecks are and how improvements can be made.		
9:30 – 11:00 am	**Session 7: Presentation and discussion of key issues/debates on Theme D**:	East AFRITAC

11:00 – 11:30	**Break**	
11:30 – 13:00 pm	**Session 8: Group discussion on Theme D:** Discussion on pros and cons of different approaches adopted in countries	East AFRITAC Country Representatives
Friday, November 20, 2020		
9:30 – 11:00 pm	**Session 9: Deepening peer learning networks.** Discussion on main takeaways and which country experience would benefit "pairing" or "grouping" to establish an in-country exchange when travel resumes	East AFRITAC Country Representatives

Notes: for the group discussions, countries have the option to prepare short PowerPoint presentations to illustrate the practices in their country