

MASTERING BUDGET PREPARATION: KEY INFORMATION AND PRACTICAL APPROACHES

PROPOSED DATES: January 18 – 22, 2027

TARGET GROUP | Mid-level and senior government officials from ministries of finance and economy, from the budget or related departments. Participants are expected to have a degree in economics/finance/public policy and/or work experience in budget policy and formulation.

DESCRIPTION | The five-day workshop will be delivered in person, by the Caucasus, Central Asia, and Mongolia Regional Capacity Development Center. The workshop will focus on techniques to strengthen the budget challenge function.

Whilst most CCAM countries have adopted medium term budgeting practices, including program budget classification, these have remained predominantly process based. A number of countries now produce a fiscal strategy document, for example, but have failed to penetrate high level discussions on budget priorities in line with national and strategic plans. A regional practice note developed in 2024 found that while all countries have robust legal frameworks policy information included in the budget documents varies significantly. Countries that had undertaken Fiscal Transparency Evaluations (FTEs) score on average weaker compared to peer countries in terms of fiscal forecasts and budgets. One major challenge in developing these more modern techniques for budgeting has been the fragmentation of budgeting practices, both within the Ministry of Finance and across Ministries. Dual budgeting (separate processes for recurrent and capital budgets) are common and salaries and personal costs are often managed by Central Treasuries and planned through public service agencies.

The workshop approach will involve a mix of lectures, country presentations, and practical exercises to enable participants to apply principles of the budget challenge function throughout the budget cycle. The workshop will combine regional perspectives and international best practices. Participants are expected to actively contribute to presentations on country practices and exercises. Peer learning will be an essential element of the workshop. Through a mix of presentations, interactive discussions, and hands-on exercises, participants will learn how to institutionalize a robust, transparent, and effective challenge function tailored to their national contexts

OBJECTIVES | Upon completion of this workshop, participants will be able to:

- Understand varying definitions of the budget challenge function, drawing on international best practices.
- Explore how the challenge function can be applied at different stages of the budget cycle.
- Appreciate different institutional roles and responsibilities, and coordination arrangements for strengthening the budget challenge function.
- Have an overview of different ways digitalization can support the flow and accuracy of information to support the budget challenge process.
- Have expanded understanding of country practices in the region to improve the budget challenge role at different stages of the budget calendar

LANGUAGE | The workshop will be delivered in English language, with simultaneous interpretation to Russian.