

**IDEA INTERNATIONAL**

APPLIED INNOVATION  
FOR NEW GOVERNANCE



UNIVERSITÉ  
**LAVAL**

# MASTERS CERTIFICATE IN RESULTS-BASED BUDGETING



AN INTERNATIONAL NETWORK OPERATING IN THREE LANGUAGES  
AN INTEGRATED APPROACH OF TRAINING,  
TECHNICAL SUPPORT AND DECISION SUPPORT TOOLS  
A WORKING EXPERIENCE IN 63 COUNTRIES  
INNOVATIVE PRODUCTS

# MASTERS CERTIFICATE IN RESULTS-BASED BUDGETING

## OBJECTIVE

This graduate level certification offered by University Laval and IDEA International Institute aims to build your capacity for analysis and synthesis, and enhance your competencies in planning, programming, and budgeting for results. It aims also to improve your practical skills in preparing multiannual and annual results-based budgets, as well as in monitoring public expenditure quality.

## TARGET AUDIENCE

This graduate level certification is intended for you, managers and officers in the public sector at national and sub-national levels, as well as for you, professionals from development agencies and international organisations that are involved in the budgeting process, monitoring and analysis of the quality of public expenditure.

To participate, you must hold an undergraduate university degree in public administration, economics, public finance or a related field and you will need to have acquired at least three years of professional experience in the public sector or in projects.

## STRUCTURE OF THE PROGRAM

This program includes 3 modules:

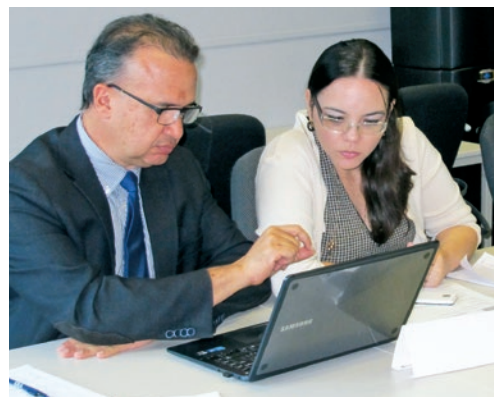
**Certification 1:** Strategic Planning and Performance Measurement Framework

**Certification 2:** Multi-year Budgeting: Fiscal Framework and Sector Medium Term Expenditure Framework

**Certification 3:** Work Plan, Budget, and Analysis of Expenditure Quality

To obtain this graduate level certification, the participant must have fulfilled the requirements of the three certifications. Each certification includes 60 hours of coursework and working group assignments and 7 hours of readings and individual integration project for a total of 201 hours for the entire program. Each certification is offered either in mixed modality (2 weeks part-time at a distance and one week face-to-face) or at a distance modality (4 weeks part-time). A passing grade of 60/100 is required for two individual evaluations, 3 to 4 working group assignments and the individual integration project.

For more details about  
our training program,  
please send a message to  
[idea@idea-international.org](mailto:idea@idea-international.org)



Participants who fail to obtain the required grade for one of the certifications will be awarded only an attendance certificate and not a Masters certificate.

Although it is possible to follow each certification independently, we recommend that you start by Certification 1 for optimal learning.

A participant interested in obtaining regular credits in the Master's program in Organizational Development of University Laval must complete in addition to the 201 hours an in-depth integration project of 70 hours that will be supervised by a senior professional of the IDEA Institute or by a professor of the University Laval. This project will be evaluated and the participant must demonstrate his ability to integrate the knowledge acquired during the three certifications.

The graduate level certification also gives participants the opportunity to familiarize themselves with the IDEA-SOLUTIONS® A4R® and B4R® that are management processes and software developed by the IDEA Solutions branch of the Institute to facilitate the assessment and the implementation of Budgeting for Results.

### CERTIFICATION 1

Strategic planning and performance measurement framework

- Diagnostic of the strategic planning process: rapid and participatory diagnostic of the strategic planning process, identification and prioritisation of bottlenecks, medium term action plan for the improvement of the planning process.
- Strategic planning approach: definition of the vision, identification et prioritisation of objectives and strategic orientations, articulation of planning levels, program and project logical framework, programme architecture, articulation between planning and budgeting.
- Performance Measurement Framework: selection and validation of performance indicators and targets.

### CERTIFICATION 2

Multi-year Budgeting: Fiscal Framework and Sector Medium Term Expenditure Framework

- Budgeting for results in the context of Results-Based Management (RBM): positioning budgeting for results in the RBM cycle.
- Diagnostic of the budgeting process: rapid and participatory diagnostic of the budgeting for results process using the A4R® application, identification and prioritisation of bottlenecks, action plan for the improvement of the budgeting for results process.
- Medium term expenditure framework: elaboration of a fiscal framework or forecast of financial resources and determination of budgetary ceilings, elaboration of a medium term expenditure framework, cost estimation methods, budget classifications.
- Program budgeting: preparation of a program budget that articulates budgetary allocation with development results.

### CERTIFICATION 3

Work Plan, Budget and Analysis of Expenditure Quality

- Detailed program architecture: programs, projects portfolio and work breakdown structure.
- Programming and annual budgeting: resources allocation and annual work plan (AWP).
- Monitoring of budget implementation: implementation monitoring, calculation of earned value.
- Results communication: dashboard, progress reports, annual performance report.
- Analysis of the quality of public expenditure: public expenditure review.



## YOU MAY REGISTER FOR OUR TRAININGS

1

### ONLINE

by completing the form registration  
at the following address:

**[www.idea-international.org](http://www.idea-international.org)**

2

### BY E-MAIL

by writing us at the address below:

**[idea@idea-international.org](mailto:idea@idea-international.org)**  
**[formations@idea-international.org](mailto:formations@idea-international.org)**

3

### BY FAX

by sending the registration form included  
in this brochure at the number below:

**+1 418 266-1225**

