PUBLIC FINANCIAL MANAGEMENT
IN A CHANGING WORLD

HARVARD KENNEDY SCHOOL, CAMBRIDGE, MA, U.S.A.

HARVARD Kennedy School
Executive Education
Public financial management reforms have been implemented around the globe over the last two decades, but many simply have not met expectations. Since the financial collapse of 2008, the urgency for governments to embrace reform has increased due to the dual pressures of pursuing austerity measures while ensuring they are able to deliver vital 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 “one-size-fits-all” approaches. 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 in implementing successful reforms.

**Public Financial Management in a Changing World** is an Executive Education program at Harvard University’s John F. Kennedy School of Government that offers a rigorous, evidence-based approach to public financial management. The program brings together officials in charge of implementing reforms in their countries with leading experts from multilateral organizations to examine the challenges associated with successful systemic reform.

The program will provide participants with:

» an empirical understanding of the elements of reform agendas that typically succeed versus 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; and

» a lasting global network of colleagues.

To apply for **Public Financial Management in a Changing World**, or to receive information on application deadlines, housing, and tuition, visit [exed.hks.harvard.edu/ee/publicfinance](http://exed.hks.harvard.edu/ee/publicfinance).
CURRICULUM
The curriculum offers an intensive look at the current landscape of public financial management through a combination of lectures, case studies, and classroom discussions. By making extensive use of PEFA (Public Expenditure and Financial Accountability) data, participants will be able to draw meaningful conclusions about the quality of outputs of financial management systems in various countries. Content and lectures will explore key aspects of budget reform, accounting, and internal audit reform, and how these parts come together to facilitate effective public financial management systems.

A unique aspect of the course is that the curriculum will go beyond numbers, presenting case studies that focus on qualitative stories of reform in action that allow participants to discuss what they have learned, and how these reforms can be implemented in their own countries.

Participants will gain a greater understanding of:
» approaches to balance the demands on public financial management systems, including simultaneous pressures to embrace austerity and increase spending;
» the options available to improve public financial management performance in a wide variety of countries;
» strategies to adapt proven reform options to local challenges; and
» tactics for implementing reforms among multiple agencies across government.

WHO SHOULD APPLY?
Public Financial Management in a Changing World is designed to bring together senior officials tasked with designing and implementing reform initiatives in their countries. Leaders with responsibility for budgets, audits, and financial controls in any government ministry or department will benefit from this program.

Participants may 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

Private sector consultants and representatives of multilateral or bilateral institutions working in these areas will also find value in this course.
FACULTY CHAIR

Matt Andrews is Associate Professor of Public Policy at Harvard Kennedy School. In addition to *Public Financial Management in a Changing World*, he also serves as Faculty Chair of the *Leaders in Development: Managing Change in a Dynamic World* Executive Education program.

His research focuses on public sector reform and participatory governance in developing and transitional governments. Recent articles focus on forging a theoretical understanding of the nontechnical factors influencing success in reform processes. Specific emphasis lies on 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. He holds a PhD in Public Administration from the Maxwell School, Syracuse University.