



Advanced Public Financial Management Cycle Course

16 – 20 November 2026
Tokyo

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Ref: 1172_186557 **Date:** 16 – 20 November 2026 **Location:** Tokyo **Fees:** 10000 Euro

Overview

Advanced Public Financial Management Cycle Course is a one-week course for public finance leaders, budget directors, treasury professionals, accountants, fiscal analysts, control teams, and oversight officials who need a Public Financial Management Cycle Control Pack. Participants connect fiscal strategy, revenue forecasting, budget formulation, expenditure control, treasury cash planning, public sector financial reporting, fiscal risk management, transparency, and accountability through traceable decisions across the budget cycle. Agile Leaders Training Center develops advanced public financial management practice.

Who Should Attend

- Teams responsible for fiscal strategy, resource envelopes, and revenue forecasts
- Teams responsible for budget formulation, allocation, challenge, and approval
- Teams responsible for appropriation, commitment, payment, and arrears controls
- Teams responsible for treasury operations, cash planning, debt, assets, and liabilities
- Teams responsible for accounting, reporting, internal control, audit, and public scrutiny

The course assumes participants can interpret budgets, financial reports, and control information at work; it leaves out introductory bookkeeping and jurisdiction-specific legal procedures.

Departments and Industries

The course supports departments and industries that plan, execute, report, or scrutinize public resources.



- Finance, budget, treasury, accounting, and controllership departments
- Internal audit, risk, governance, and oversight functions
- Government, public services, utilities, and infrastructure organizations
- Healthcare, education, development, and nonprofit institutions
- Transport, energy, water, and public investment entities

Learning Objectives

By the end of this course, participants will be able to:

- Analyze fiscal assumptions and revenue forecast sensitivities
- Build medium-term envelopes, ceilings, and budget allocations
- Apply commitment, payment, and arrears controls
- Use treasury cash plans and reconciliation controls
- Evaluate reporting quality, fiscal risks, and transparency
- Prioritize a sequenced public financial management improvement roadmap



Course Agenda

Day 1: Fiscal Strategy and Revenue Outlook

- PEFA Seven-Pillar Diagnostic Map
- Macro-Fiscal Assumptions Register
- Revenue Forecast and Sensitivity Model
- Fiscal Strategy and Policy Constraint Matrix
- Medium-Term Resource Envelope

Day 2: Budget Formulation and Allocation

- Budget Calendar and Responsibility Map
- Baseline and New-Initiative Costing Sheet
- Expenditure Ceiling and Allocation Matrix
- Program Objective and Performance Indicator Map
- Budget Challenge and Approval Decision Log

Day 3: Budget Execution and Expenditure Control

- Appropriation, Allotment, and Commitment Control Flow
- Procurement-to-Payment Control Matrix
- Payroll and Non-Pay Expenditure Checkpoints
- Commitment, Payment, and Arrears Dashboard
- In-Year Virement and Adjustment Decision Record

Day 4: Treasury, Reporting, and Fiscal Risk

- Cash Forecast and Treasury Plan
- Bank Account and Reconciliation Control Sheet
- Debt, Guarantee, Asset, and Liability Register
- In-Year and Annual Reporting Calendar
- Fiscal Risk Statement and Transparency Dashboard

Day 5: Integrated PFM Practice

- Exercise: Diagnose a PFM Cycle with PEFA
- Exercise: Reconcile Forecasts, Ceilings, and Allocations
- Exercise: Control Commitments, Payments, and Arrears
- Exercise: Stress-Test Cash and Fiscal Risks
- Capstone Exercise: Public Financial Management Cycle Control Pack

Practical Exercises

The course uses suggested activities that connect fiscal planning, budget execution, treasury, reporting, and scrutiny decisions.

- Suggested activity: challenge fiscal assumptions and test revenue forecast sensitivities
- Suggested activity: reconcile expenditure ceilings with policy priorities and costed initiatives
- Suggested activity: diagnose commitments, payments, arrears, and cash pressures
- Suggested activity: present a fiscal-risk and accountability briefing to oversight stakeholders

FAQs

Who suits advanced public financial management training?

Public finance leaders, budget teams, treasury professionals, accountants, fiscal analysts, control teams, and oversight officials suit the training. Participants should already interpret budgets, reports, and control information.

How does public financial management differ from public accounting?

Public financial management connects fiscal strategy, budgets, execution, treasury, reporting, control, risk, and scrutiny across the resource cycle, while public accounting concentrates on recognizing, measuring, presenting, and disclosing financial information.

What makes a public budget reliable?

A reliable public budget aligns credible revenue and expenditure estimates with approved priorities, executable ceilings, controlled commitments, realistic cash availability, and timely monitoring of deviations.

How should treasury cash planning connect to budget execution?

Treasury cash planning should translate approved allocations and commitment forecasts into timed cash requirements, then reconcile releases, payments, balances, and emerging pressures throughout execution.

How can PEFA support public financial management improvement?

PEFA can support improvement by providing a structured diagnostic lens across budget reliability, transparency, assets and liabilities, fiscal strategy, execution controls, accounting, reporting, and scrutiny.



Conclusion

Participants take back a Public Financial Management Cycle Control Pack containing fiscal assumptions, forecasts, ceilings, allocations, execution controls, a cash plan, risk reporting, and an improvement roadmap. The pack makes resource decisions and control gaps easier to trace. It also connects finance, treasury, accounting, control, and oversight responsibilities across the budget cycle.