BLACKBIRD FOR TRAINING

IPSAS Budgeting, Variance and Accrual Reporting Course

10 – 21 May 2027
Kigali (Rwanda)

UK Traininig
PARTNER

IPSAS Budgeting, Variance and Accrual Reporting Course

Ref: 3255021_329448 **Date:** 10 – 21 May 2027 **Location:** Kigali (Rwanda) **Fees:** 7600 GBP

IPSAS budget preparation, variance analysis and public sector reporting is the work of drafting government budgets, explaining deviations from them and publishing budget and accrual results under the International Public Sector Accounting Standards. This two-week course is for mid-level finance officers in public bodies, and it ends with a medium-term budget submission pack: an IPSAS 24 comparison statement, a multi-year forecast and an audit readiness checklist.

Introduction

Three references frame the course. IPSAS 24, Presentation of Budget Information in Financial Statements, sets how approved and actual amounts are compared in published accounts. IPSAS 1, Presentation of Financial Statements, sets the accrual statements a public entity issues. The Medium-Term Expenditure Framework, a rolling multi-year ceiling for spending, links annual budgets to policy. The level is practitioner. The two-week length adds accrual statements, cost and performance analysis and medium-term budgeting to the budget core, taught through case studies from health, education and municipal services and a budget build.

Course Objectives

- Define the IPSAS requirements that apply to budget information and to accrual financial statements.
- Distinguish the original budget from the final budget and explain each reallocation in an IPSAS 24 statement.
- Compare cash and accrual bases and reconcile a cash budget to accrual results on a comparable basis.
- Interpret cost, volume and efficiency variances and set thresholds that trigger corrective action.
- Apply full costing and unit cost analysis to test value for money in a public service.
- Justify multi-year spending ceilings in a medium-term budget submission that reviewers and auditors can follow.

Target Audience

- Budget officers in ministries, agencies and municipalities who decide how estimates are classified and costed.
- Public sector accountants who judge how budget figures are bridged to accrual statements.
- Performance and planning analysts who decide which indicators link allocations to service results.
- Internal reviewers and audit liaison staff who judge whether budget files are ready for examination.
- Departmental finance leads who decide where to reallocate funds during the year.

Course Outline

Day 1: IPSAS and Public Budgeting Terms

- IPSAS Framework: Accrual-Based Standards Written for Governments and Public Sector Entities
- Cash Basis vs Accrual Basis: Recording Money Movements Against Recording Obligations
- Line-Item vs Performance-Based Budgeting: Input Control Against Results-Linked Allocations
- Budget Types and Principles: Annual, Capital, Operating and Supplementary Appropriations
- Budget Cycle Roles and Practice Review: Who Prepares, Approves, Executes and Audits

Day 2: Classification and Estimates

- Administrative vs Economic Classification: Who Spends Against What the Money Buys
- Functional Classification: Grouping Spending by Government Purpose Such as Health or Education
- Chart of Accounts Mapping: Aligning Budget Codes With IPSAS Reporting Lines
- Operating vs Capital Budgets: Recurrent Running Costs Against Multi-Year Asset Investment
- Revenue and Expenditure Estimates: Baseline, New Policy and Inflation Adjustments

Day 3: Performance Information and Allocation

- Outputs vs Outcomes: Services Delivered Against Changes Achieved for Citizens
- Performance Indicators: Setting Targets That Link Objectives to Budget Lines
- Benchmarking Methods: Comparing Unit Results Across Similar Public Bodies
- Service Delivery Linkage: Tying Allocations to Hospital, School or Utility Results
- Budget Execution Efficiency: Commitment Control, Release Plans and Procurement Timing

Day 4: Variance Analysis Methods

- Favourable vs Unfavourable Variance: Reading Direction and Cause of Budget Deviations
- Cost, Volume and Efficiency Variances: Separating Price Effects From Activity Changes
- Variance Thresholds: Materiality Levels That Trigger Explanation and Corrective Action
- Variance Case Study: Explaining Overspend in a Municipal Transport Department
- Budget Accuracy Feedback: Using Past Deviations to Improve the Next Estimates

Day 5: IPSAS 24 and Expenditure Reporting

- IPSAS 24 Budget-to-Actual Statement: Comparing Approved, Final and Actual Amounts
- Original vs Final Budget: Explaining Reallocations, Virements and Supplementary Votes
- Comparable Basis Reconciliation: Bridging Cash Budgets to Accrual Financial Statements
- Expenditure Report Structure: Commitments, Payments, Arrears and Disclosure Notes
- Expenditure Report Design Exercise: Drafting a Monthly Report for Department Heads

Day 6: Accrual Financial Statements Under IPSAS

- IPSAS 1 Statement Set: Position, Performance, Net Assets and Cash Flow Statements
- IPSAS 2 Cash Flow Statement: Operating, Investing and Financing Flows Explained
- Exchange vs Non-Exchange Revenue: Fees and Sales Against Taxes, Grants and Transfers
- Asset Recognition and Depreciation: Capital Spending Moving From Budget to Balance Sheet
- Disclosure and Transparency: Notes, Accounting Policies and Internal Control Statements

Day 7: Cost and Performance Analysis

- Full Cost vs Direct Cost: Including Overheads When Pricing Public Services
- Activity-Based Costing: Assigning Shared Costs to Services Through Their Drivers
- Unit Cost Analysis: Cost per Student, Patient or Permit Processed
- Value for Money Tests: Economy, Efficiency and Effectiveness Applied to Spending
- Budget Alignment Gap Analysis: Planned Against Actual Outcomes for a Sample Department

Day 8: Medium-Term Budgeting and Forecasting

- Medium-Term Expenditure Framework: Rolling Multi-Year Ceilings for Sector Spending
- Top-Down Ceilings vs Bottom-Up Estimates: Reconciling Fiscal Limits With Unit Requests
- Multi-Year Revenue and Expenditure Projection: Trend, Driver and Elasticity Methods
- Scenario Planning and Fiscal Risk: Testing Revenue Shortfalls and Cost Pressures
- Strategic Plan Alignment: Linking Forecasts and Budgets to Organisational Goals

Day 9: Controls, Review and Audit Readiness

- Preventive vs Detective Controls: Approval Limits Against Reconciliations and Reviews
- Internal Budget Review: Verifying Data, Assumptions and Arithmetic Before Submission
- PEFA Framework Indicators: Benchmarking Budget Credibility and Reporting Practice
- Audit File Preparation: Documentation, Working Papers and Red Flags for Examiners
- Audit Readiness Simulation: Critiquing a Departmental Budget Document Before Inspection

Day 10: Preparing the Medium-Term Budget Submission Pack

- Executive Summary vs Technical Schedule: Plain Messages Against Detailed Supporting Figures
- Visual Presentation of Financial Data: Charts for Councils, Boards and Committees
- Full Budget Build: Operating and Capital Estimates With Variance Commentary Attached
- Peer Review and Implementation Planning: Feedback on Projects and Personal Action Steps
- Medium-Term Budget Submission Pack: IPSAS 24 Statement, Forecast and Audit Checklist

Skills You Will Gain

- Economic and functional classification
- IPSAS 24 budget comparison
- Comparable basis reconciliation
- Variance decomposition
- Activity-based costing
- Value for money testing
- Medium-term ceiling setting
- Audit file preparation

Why Attend This Course

- From rolling last year's figures forward to building estimates from baselines, new policy and cost drivers.
- From reporting a budget overspend as a single number to explaining it by price, volume and efficiency.
- From budget files kept apart from the accounts to a reconciled link between budget and accrual statements.
- From annual budgeting in isolation to a medium-term budget submission pack with forecast and audit checklist.

Conclusion

Public budgeting under IPSAS joins two disciplines: planning what an entity may spend and reporting, on an accrual basis, what it actually consumed and owes. The course clarifies the gap between original and final budgets, between cash and accrual figures, and between outputs and outcomes. It suits finance officers who already prepare annual estimates and now need the extended scope of accrual statements, costing and multi-year frameworks in one two-week course.

Course FAQs

What is IPSAS budget preparation and public sector reporting?

It is the preparation of government budgets and the publication of budget and accrual results under the International Public Sector Accounting Standards, so that approved amounts, actual spending and the financial position of a public entity can be compared.

What is the difference between the original and the final budget in IPSAS budget reporting?

The original budget is the first approved amount for the period. The final budget includes every later reallocation, virement and supplementary vote, and IPSAS 24 requires both to be shown beside actual amounts.

Which standards does an IPSAS budget preparation and variance analysis course follow?

It follows IPSAS 24 for budget information, IPSAS 1 and IPSAS 2 for accrual statements, and the Medium-Term Expenditure Framework for multi-year ceilings, with PEFA indicators used as a review benchmark.

Is an IPSAS budget preparation and reporting course right for a municipal budget officer?

Yes, where the officer prepares departmental estimates, explains in-year variances and contributes figures to annual accounts, and needs to connect those tasks to multi-year planning.

What does a delegate produce in an IPSAS budget preparation and variance analysis course?

Each delegate assembles a medium-term budget submission pack containing an IPSAS 24 budget-to-actual statement with variance commentary, a multi-year forecast and an audit readiness checklist.