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COURSE BROCHURE

Performance-Based Budgeting and Medium-Term Expenditure Planning Training Course

4 – 8 January 2027
Singapore

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Registered in the United Kingdom and Saudi Arabia

Performance-Based Budgeting and Medium-Term Expenditure Planning Training Course

Ref: 2256_83759 **Date:** 4 – 8 January 2027 **Location:** Singapore **Fees:** 6900 GBP

Performance-Based Budgeting and Medium-Term Expenditure Planning is a 1-week training course for government budget officers and planning staff who link spending to service results, and it centres on a performance-based budget submission for a public service. Finance ministries and cabinets increasingly allocate money by results and multi-year ceilings rather than by last year's line items. Jupiter Prime Training offers this course to the officers who build and defend those submissions.

Why Performance-Based Budgeting and Medium-Term Expenditure Planning Matters Now

Three pressures reshape public budgeting today. Central finance units set multi-year spending ceilings and expect line ministries to plan within them. Legislatures and citizens ask what each allocation buys in services, waiting times or coverage, not only what it costs. Fiscal space is tighter, so new initiatives must be funded by reprioritising existing ones. A ministry that ties its requests to measurable outputs and outcomes wins credibility in budget hearings; one that submits incremental line-item bids faces across-the-board cuts. The course rests on widely used public practice in results-based budgeting and medium-term expenditure frameworks, described in general terms.

Who Gains Most from Performance-Based Budgeting and Medium-Term Expenditure Planning

- Officers responsible for preparing annual and multi-year budget submissions for a ministry or agency
- Planning staff responsible for strategic objectives and the indicators attached to them
- Analysts responsible for costing services, baselines and new spending proposals
- Officers responsible for in-year monitoring of spending against output targets
- Staff in central finance units responsible for reviewing line ministry requests

Line ministries gain most when their budget, planning and service delivery staff attend together, because performance budgets fail when targets and costs are set in separate rooms.

Performance-Based Budgeting and Medium-Term Expenditure Planning Capabilities

Participants learn to connect each spending line to an output, an outcome and a multi-year ceiling.

- Design a service structure with objectives, outputs and indicators — the budget committee
- Calculate baseline costs and the cost of new policy proposals — the central finance unit
- Build three-year expenditure estimates within ceilings — the medium-term fiscal strategy

- Weigh savings options and reprioritisation choices — ministry leadership
- Specify performance targets with sources and owners — service directors
- Communicate budget-to-results monitoring findings during the year — oversight committees

Key Performance-Based Budgeting and Medium-Term Expenditure Planning Terms

- Performance-based budgeting — allocating and justifying funds according to the outputs and outcomes they are expected to deliver
- Medium-term expenditure framework — a rolling three-to-five-year plan that links policy priorities to spending ceilings
- Spending ceiling — the maximum allocation set for a ministry or sector over the planning period
- Baseline estimate — the forward cost of continuing current policies without new decisions
- Output indicator — a measure of goods or services delivered, such as inspections completed or patients treated
- Outcome indicator — a measure of the change in conditions that services aim to achieve

Performance-Based Budgeting and Medium-Term Expenditure Planning Day by Day

Day 1: The Budget Cycle and the Case for Results

- Public Budget Cycle Stages — Formulation, Approval, Execution and Audit Roles
- Line-Item Versus Results-Based Budgeting — Choosing the Allocation Logic
- Fiscal Strategy and Aggregate Ceilings — Setting the Overall Envelope
- Top-Down and Bottom-Up Budgeting — Balancing Central and Ministry Views
- Budget Calendar and Call Circular — Sequencing Submissions and Hearings

Day 2: Structuring Services and Indicators

- Service Structure Design — Grouping Activities Under Objectives
- Results Chain Logic — Linking Inputs, Activities, Outputs and Outcomes
- Indicator Selection Criteria — Relevance, Measurability and Data Availability
- Baseline and Target Setting — Anchoring Performance Expectations
- Performance Information Sources — Administrative Records and Surveys

Day 3: Costing and Medium-Term Estimates

- Activity-Based Service Costing — Linking Unit Costs to Outputs
- Baseline Forward Estimates — Projecting Current Policy Costs
- New Spending Proposals — Costing and Justifying Policy Changes
- Savings Options and Reprioritisation — Funding New Priorities Within Ceilings
- Medium-Term Expenditure Framework Tables — Three-Year Sector Estimates

Day 4: Execution, Monitoring and Accountability

- In-Year Spending Monitoring — Tracking Releases Against Output Targets
- Performance Reports for Budget Hearings — Presenting Results to Committees
- Spending Reviews — Testing Efficiency and Effectiveness of Services
- Performance Agreements — Linking Service Directors to Targets
- Evaluation Findings in Allocation — Feeding Evidence Into the Next Cycle

Day 5: Practising the Performance-Based Budget Submission

- Service Objectives and Indicator Set — Applying Day 2 Results Chains
- Costed Baseline and New Proposals — Applying Day 3 Estimates
- Monitoring Arrangements and Report Format — Applying Day 4 Methods
- Submission Narrative and Hearing Brief — Defending Choices Before the Committee
- Performance-Based Budget Submission — Completed Draft for a Public Service

Applying Performance-Based Budgeting and Medium-Term Expenditure Planning After the Course

- Rebuild one service's current budget into a results chain with three output and two outcome indicators
- Prepare a three-year baseline estimate for the same service and identify one reprioritisation option within its ceiling

Performance-Based Budgeting and Medium-Term Expenditure Planning Questions FAQ

What is Performance-Based Budgeting and Medium-Term Expenditure Planning and why does it matter now?

It is the practice of allocating public money by expected results within multi-year ceilings. It matters now because fiscal space is tight and decision makers want to see what each allocation delivers.

Which roles gain most from Performance-Based Budgeting and Medium-Term Expenditure Planning training?

Budget officers, planning staff and costing analysts in line ministries gain most, along with central finance staff who review their requests.

How does Performance-Based Budgeting and Medium-Term Expenditure Planning differ from a public accounting course?

Public accounting courses focus on recording and reporting transactions. This course works before and during the year: designing service structures, costing estimates within ceilings and monitoring results.

What do you bring back from Performance-Based Budgeting and Medium-Term Expenditure Planning training?

You bring back a performance-based budget submission: objectives and indicators, costed baseline and new proposals, three-year estimates and a hearing brief.

Performance-Based Budgeting and Medium-Term Expenditure Planning: The Way Forward

The performance-based budget submission gives ministry leadership a defensible basis for its first decision of the next cycle: which services to protect and which to reprioritise within the ceiling. Budget officers, planners and service directors use it in hearings and through the year. After its first use, revisit the indicator set, since weak measures tend to surface once monitoring data arrives.