



Duke  
SANFORD

# DCID

# Public Financial Management Program

Master of International  
Development Policy (MIDP)

Duke Center for  
International Development  
*at Duke University*



The Public Financial Management (PFM) Program enables managers to make better public sector budgeting and financial management decisions to enhance efficient, accountable and equitable public service delivery.

## The Program

The Public Financial Management (PFM) Program is offered as a specialization within the Master of International Development Policy (MIDP) Program, which is administered by the Duke Center for International Development at Duke University's Sanford School of Public Policy.

PFM reforms are being implemented worldwide to create an enabling environment for economic growth, socioeconomic development and poverty reduction. Improved PFM enhances transparency and accountability in public resource management, which can reduce fiduciary risks affecting domestic revenue mobilization, borrowing, investment, grants and foreign aid.



Successful reforms require a combination of political will, effective management, technical capacity and incentive structures. The PFM specialization develops the skills needed to design and implement successful reforms throughout the world.

[dcid.sanford.duke.edu/pfm](https://dcid.sanford.duke.edu/pfm)

## One-year PFM

The one-year program is available to candidates who have completed at least one year of graduate studies prior to admission, including courses in economics, and who have at least five years of PFM-related work experience.

### Semester One-Year Master's Degree (30 credits)

Semester	One-Year Master's Degree (30 credits)
Fall	Public Finance in Developing and Emerging Economies (3 credits) Public Budgeting and Financial Administration (3 credits) Policy Analysis for Development (3 credits) Empirical Analysis for Economic Development or Elective Course (3 credits) Master's Project (1 credit)
Spring	Development Finance and Resource Allocation – A PFM Perspective (3 credits) Applied Development Economics (3 credits) Fiscal Decentralization and Local Government Finance or Elective Course (3 credits) Master's Project (2 credits)
Summer	Project Appraisal and Risk Management Program (6 credits)*

\*For more information on our Executive Education programs, please visit our website.

*The Master of International Development Policy is a practitioner-oriented program offered by Duke University's Sanford School of Public Policy for mid-career professionals in international development. Faculty members combine real-world experience with theoretical expertise to provide a unique education for future development leaders.*

## Two-year PFM

The two-year program is available to candidates who have completed an undergraduate degree and have at least five years of PFM-related work experience.

Depending upon a fellow's prior academic record and work experience, some of these core courses may be taken in the first year. During the summer between the first and second year, fellows work as interns in public sector organizations gaining additional knowledge and experience in public financial management. This required internship may also be satisfied through a directed research project or teaching assistantship in an area of public financial management.



Fellows may specialize in both Public Financial Management and International Taxation during the two-year degree program by adding the four core taxation courses in place of electives. Fellows also have the option of taking the Tax Analysis and Revenue Forecasting Executive Program and/or the Project Appraisal and Risk Management Executive Program offered each year in June/July. Participation in either program is at an additional cost to regular tuition.

### Semester Two-Year Master's Degree (48 credits)

<b>Fall</b>	Public Finance in Developing and Emerging Economies (3 credits) Economic Foundations for Development (3 credits) Policy Analysis for Development (3 credits) Empirical Analysis for Economic Development (3 credits)
<b>Spring</b>	Applied Development Economics (3 credits) Electives (9 credits)
<b>Summer</b>	Internship, directed research project, or teaching assistantship Project Appraisal and Risk Management Program (6 credits) <i>optional*</i> Tax Analysis and Revenue Forecasting Program (6 credits) <i>optional*</i>
<b>Fall</b>	Public Budgeting and Financial Administration (3 credits) Evaluation of Public Expenditures (3 credits) Electives (6 credits) Master's Project (1 credit)
<b>Spring</b>	Fiscal Decentralization and Local Government Finance (3 credits) Development Finance and Resource Allocation – A PFM Perspective (3 credits) Elective (3 credits) Master's Project (2 credits)

\*For more information on our Executive Education programs, please visit our website.

## Core Courses

**POLICY ANALYSIS FOR DEVELOPMENT** cultivates skills on how to understand the development policy environment, how to use technical tools for policy analysis and implementation, and how to effectively communicate policy advice to decision-makers.

**ECONOMIC FOUNDATIONS FOR DEVELOPMENT** provides an overview of micro- and macroeconomic principles related to development. The objective is to provide analytical tools for studying economic policies and problems in developing countries.

**APPLIED DEVELOPMENT ECONOMICS** provides a survey of economic growth and development economics. It examines the variation in growth, income distribution and development performance across countries.

**EMPIRICAL ANALYSIS FOR ECONOMIC DEVELOPMENT** provides the statistical tools to analyze policy alternatives and impacts related to economic and social development and public policy.

**PUBLIC BUDGETING AND FINANCIAL ADMINISTRATION** focuses on the policies, procedures and skills needed for effective budgeting and financial management in the public sector.

**DEVELOPMENT FINANCE AND RESOURCE ALLOCATION – A PFM PERSPECTIVE** explores key PFM topics for enhancing the efficiency and equity of government expenditures for improved service delivery management.

**EVALUATION OF PUBLIC EXPENDITURES** focuses on cost benefit analysis from alternative points of view (e.g., equity, debt and the economy as a whole).

## **PUBLIC FINANCE IN DEVELOPING & EMERGING ECONOMIES**

covers the theory, policy and practice of public finance. It examines the economic roles and rationale for government, and potential methods of financing government.

## **FISCAL DECENTRALIZATION & LOCAL GOVERNMENT FINANCE**

focuses on policy and administrative options to effectively empower local governments to improve service delivery, economic governance and citizen participation.

## Elective Courses

PFM fellows can select elective courses from a wide range of options across Duke University and at UNC-Chapel Hill related to public finance and management, taxation, international investment and trade. MIDP mini-seminars are offered on a variety of topics, including leadership, privatization, pension reform, economic reform, capacity development and poverty reduction strategies.

For a searchable list of courses by program, visit [dcid.sanford.duke.edu/pfm-courses](https://dcid.sanford.duke.edu/pfm-courses).



## Our Faculty

Program faculty members have extensive experience as consultants, government officials and resident advisors in a wide range of public financial management reforms in more than 30 countries. As a result, they are uniquely positioned to provide PFM fellows with the theoretical underpinnings and exposure to the best practices from around the world. Our faculty also teach graduate courses and executive education programs, conduct research and publish regularly in public finance, budgeting and financial management.



**Roy Kelly** (PhD, Harvard University): Professor of the Practice of Public Policy

**Richard Hemming** (PhD, University of Stirling): Visiting Professor of the Practice of Public Policy

**Graham Glenday** (PhD, Harvard University): Professor of the Practice of Public Policy

**Gangadhar Prasad (GP) Shukla** (PhD, Harvard University): Professor of the Practice of Public Policy

**Fernando Fernholz** (PhD, Boston University): Associate Professor of the Practice of Public Policy

**Corinne Krupp**, (PhD, University of Pennsylvania): Associate Professor of the Practice of Public Policy and Director of Graduate Studies, MIDP

**Sandeep Bhattacharya** (PhD, Georgia State University): Visiting Assistant Professor

**Robert Conrad** (PhD, University of Wisconsin): Associate Professor of Public Policy and Economics

**Joseph Tham** (EdD, Harvard University): Visiting Associate Professor

**DNS Dhakal** (PhD, Colorado School of Mines): Senior Fellow





## Personalized Services

The program's dedicated faculty and staff ensure that fellows' studies at Duke are as productive and enjoyable as possible. Services include:

**ASSISTANCE ON ARRIVAL:** Staff works to make sure fellows feel welcome and that they acclimate quickly to their new home. They are available to provide assistance with various needs.

**GUIDANCE ON WRITING AND COMMUNICATION:** Fellows are provided with "in-house" training in writing and presentation techniques. Short workshops and lectures are integrated into the core curriculum and personalized feedback and support are provided.

**PROFESSIONAL DEVELOPMENT:** Fellows enjoy personalized career advising services while enrolled in the program. Our staff also provides support for fellows as they refine their professional skills and build their networks.

**ACADEMIC MENTORING:** Faculty members are available to serve as academic and master's project advisors and to answer questions regarding courses of study, careers and development issues.

## Financial Aid

The Oliver Oldman Memorial Scholarship supports up to eight fellows per academic year who enroll in the MIDP with a specialization in international taxation and/or public financial management. The scholarship covers between 50 and 100 percent of the full cost of tuition, fees and health insurance. For information on financial assistance, please visit:

[dcid.sanford.duke.edu/financial-aid](https://dcid.sanford.duke.edu/financial-aid)

Each year, fellows participate in a three-day trip to Washington, D.C., where they meet with government officials, researchers and staff of various non-governmental organizations and international agencies who work in the development sector. Fellows also take advantage of this trip to arrange their own informational meetings with specific organizations that are relevant to their professional interests and goals.

## Duke University and DCID

Duke University is a world-class academic institution and one of the top 10 universities in the United States. It is an independent, comprehensive, coeducational research university that offers a variety of outstanding undergraduate and graduate programs consistently ranked at or near the top of their respective fields.

The Duke Center for International Development (DCID), part of Duke's Sanford School of Public Policy, is an interdisciplinary training, advisory and research unit offering cutting-edge graduate degree and executive education programs in international development policy. Since 1985, it has trained more than 5,500 international development professionals from around the world.

## About Durham, North Carolina

Durham is a colorful and creative community that continuously earns accolades as one of the best places in the U.S. to visit, live and do business. It is one of three municipalities – along with Raleigh, the state capital, and Chapel Hill, home of the University of North Carolina at Chapel Hill – that form the Research Triangle, known worldwide for its outstanding research universities, innovative technologies and entrepreneurial spirit.

Durham boasts beautiful natural areas, has more than 550 restaurants, and hosts performances, festivals and sporting events year-round. North Carolina's beautiful beaches are a few hours to the east, while the rugged mountains to the west are popular for hiking, fishing, boating and skiing.



## Admissions

The priority deadline for applications for the fall semester is **January 5**. Late applications will be considered on a space available basis. For additional details on the PFM program, please visit: [dcid.sanford.duke.edu/pfm](https://dcid.sanford.duke.edu/pfm)

**Tel: +1 919-613-9281**

**Fax: +1 919-681-0831**

**Email: [midpinfo@duke.edu](mailto:midpinfo@duke.edu)**



## Public Financial Management (PFM) Program

Duke Center for International Development (DCID)  
Sanford School of Public Policy • Duke University  
Box 90237 • Durham, NC 27708-0237 USA