



---

# CYCLE-BASED BUDGETING TOOLKIT

---

Implementation Manual



AUGUST 31, 2016

BO YAN

<http://www.cyclebasedbudgeting.org>

## READ ME FIRST

The Financial Planning Director of an organization is central for successfully implementing Cycle-based Budgeting (CBB). Following a chronological order, this manual explains, step by step, what the Financial Planning Director needs to execute and accomplish at each phase of the budgeting process to carry out CBB after the model is adopted and established.

Please refer to Cycle-based Budgeting Toolkit: Implementation Guide & Strategy for how to introduce this new budgeting model to the major stakeholders, grab their interest, sustain their attention, and secure their buy-ins and support.

If you have questions or need assistance, please contact us at [support@cyclebasedbudgeting.org](mailto:support@cyclebasedbudgeting.org) or post them to the Cycle-based Budgeting web site [forum](#).

## GOALS

In each budget development process, the Financial Planning Director should help his/her organization achieve the following goals through CBB:

- Each new program or existing program that will be continually supported (renewed) is documented using the budget request form included in the toolkit<sup>1</sup>
- An Implementation & Improvement Cycle (I&I Cycle) is assigned to each newly approved program or existing one that is renewed
- A decision is made to each program at the end of its I&I cycle based on budget, implementation, and outcome data
- There is a common understanding among all stakeholders regarding the expectations and accountability tied to each budget decision

## PHASES & ACTIVITIES

A complete implementation of CBB is a full-year operation that goes beyond the typical 4-6 months budgeting window. The entire process can be divided into seven phases. *Table 1* on next page shows the activities the Financial Planning Director needs to carry out and tools he/she can use in each phase as well as a suggested schedule. The table also includes a column explaining what the Data Strategist does at each phase to coordinate with the Financial Planning Director's effort.

---

<sup>1</sup> If a revised version will be used, it is essential to include at least the following four parts: 1) targeted strategic plan area(s), 2) expected measurable outcomes, 3) time needed to achieve the outcomes, and 4) budget request.

Phase	Time	Activity		Tool
		Financial Planning Director	Data Strategist	
1. Training	Jan	Explain the rationale and implementation of CBB to cost center heads, especially the meaning and implications of the I&I Cycle	Provide training to cost center heads on how to use the budget request system	Budget Request Form
2. Request submission	Feb	Answer budget request related questions	Support cost center heads with budget request submission	
3. Data preparation	Mar		Create the Decision Scenarios tool with the budget request and program outcome data	Decision Scenarios
4. Communication I	Mar	Communicate with cost center heads whose programs are at the end of I&I Cycle and their supervisor on the senior leadership team about the budget and outcome data		Decision Scenarios
5. Budget decisions	Apr	Steward and facilitate budget discussion and decision making	Operate the Decision Scenarios tool and record decisions	Decision Scenarios
6. Communication II	May	Communicate the budget analysis to the senior leadership team and community	Update the budget request system with the decisions and prepare Budget Report	Budget Report
7. Communication III	Sep	Communicate with cost center heads about their approved program(s), highlighting the expected outcome(s) and I&I Cycle	Send out personalized emails to cost center heads on behalf of Financial Planning Director	

*Table 1 Implementation phases and activities*