



Budgeting, Forecasting and Variance Analysis

DURATION

5 days

CONTACT HOURS

30

LEVEL

Intermediate

FEE PER DELEGATE

R15,000

Build a budget that holds, forecast the year as it actually unfolds, and explain variance in terms someone can act on.

A budget is a plan expressed in money, and it fails in the same ways plans fail. This programme covers construction, rolling reforecast and the discipline of variance analysis that identifies cause rather than restating the difference. Delegates work with their own cost structure throughout.

Available as classroom, live online, in house.

Who it is for

Budget holders, finance business partners and managers accountable for a cost centre or a profit centre.

What you will be able to do

- Build a budget from drivers rather than from last year plus a percentage.
- Run a rolling forecast that updates on evidence.
- Analyse variance to cause rather than to category.
- Present financial performance to a non financial audience.

The outline

Taught across 5 days. The sections below are the curriculum rather than a day by day timetable.

SECTION 1

Building the budget

Drivers rather than increments · Fixed, variable and step costs · Building in uncertainty · Negotiating a budget you can deliver

SECTION 2

Forecasting through the year

Rolling forecast mechanics · Updating on evidence rather than on hope · Forecast bias and how to counter it · Scenario and sensitivity

SECTION 3

Variance to cause

Price, volume and mix · Timing against permanent difference · Chasing a variance to its operational cause · Variances that are not worth investigating

SECTION 4

Reporting and action

Reporting to a non financial audience · Recommending rather than describing · Escalation thresholds · Closing the loop on corrective action

What you leave with

- A driver based budget model for the delegate's own area.
- A rolling forecast template with defined update triggers.
- A variance analysis worked through to root cause.
- A one page reporting format for a non financial audience.

Published dates

DATES	WHERE	FEE
23 to 27 November 2026	Durban, South Africa	R15,000
30 November 2026 to 4 December 2026	Port Louis, Mauritius	US\$1,500
7 to 11 December 2026	Lagos, Nigeria	US\$1,500
14 to 18 December 2026	Nicosia, Cyprus	US\$1,500

Fees are per delegate and cover all course materials. Fees are to be arranged by the delegate. Registration is required.

Register or ask a question

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This copy was produced on 30 October 2026.