

ANNUAL REPORT 2021

25 years of making budgets work for people

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Cover image: Astou Mbengue, lead data collector
for the Senegalese Federation of Inhabitants



A word from our executive director

25

As IBP celebrates its 25th anniversary, it's important to reflect on our journey and evolution. Just a quarter century ago, the very idea of including the public in public finance decision-making was widely rejected. International institutions warned that open budget processes would unsettle markets and encourage unsustainable spending and debt. Governments argued that open budgets would undermine their authority.

Open budgeting practices are now seen as essential by international institutions and increasing numbers of governments to bolster fiscal governance and ensure critical government services reach those who need them the most. I am immensely proud to be part of a global organization and network that has made a major contribution to shifting norms and practices around the world to more just and equitable management of public money.

Partnerships have been at the heart of our work since IBP's founding. Working deeply with in-country social movements and citizen groups, we've helped 5.1 million people across seven countries gain access to new or improved public services by 2021. We began with a simple question to our partners: what service gap was holding them back the

most? We then worked with them to build coalitions centered around their priorities to collect data, open doors and secure reforms to improve service delivery. These coalitions drove 37 policy changes and increased allocations worth at least \$352 million. As a result, rural communities in Nigeria have secured much-needed investments to repair healthcare

**“Open budgeting practices
are now seen as essential by
international institutions and
increasing numbers
of governments.”**



centers. Informal settlement residents in Senegal have cleaner and safer sanitation facilities and flood management infrastructure. Fisherfolk in Indonesia are working with government to cut through red tape and facilitate access to subsidies. Most importantly, our partners have a seat at the table influencing game-changing resource decisions and systems for their communities.

“To build a more inclusive and equitable path out of the pandemic, we need to ensure that communities have a say in decisions around how to manage public resources needed for recovery.”

This year, we also leveraged our data and insights to make the case for why inclusive and accountable spending is so urgently needed at a time of widening inequality wrought by the global pandemic. We launched a rapid assessment of COVID-19 spending, which examined over 500 emergency fiscal packages from 120 countries. Our findings sounded the alarm that

most countries were not being as transparent and accountable as they could be in managing their relief spending, putting at risk vital resources to help communities bounce back better. Our ability to turn around this assessment quickly complemented our in-country advocacy to ensure civic groups and social movements had the right information at the right time to advocate for better, more equitable COVID spending that would directly benefit their communities. Our work also had a global impact by ensuring that international institutions, such as the World Bank and IMF, had independent, comparative governance data to evaluate and develop much-needed global standards on emergency spending.

As the pandemic hopefully eases, our work is more urgent than ever. Countries face a triple fiscal whammy of spiraling debt, massive recovery expenditure needs and widening inequities. History teaches us that when governments face intense tradeoffs over spending priorities, too often social services are the first to get cut at the expense of historically underserved and excluded communities. To build a more inclusive and equitable path out of the pandemic, we need to ensure that communities have a say in decisions around how to manage public resources needed for recovery. Democracy and justice depend on this. Thank you to our Board, staff and donors for a fantastic year.



Warren Krafchik
Executive Director





Members of IBP's partner organization, Korania Wedamdaga Women's Cooperative (Peasant Farmers Association of Ghana), transplant and apply fertilizer to rice seedlings on their farmland in Navrongo, Upper East-Ghana



Our vision and how we achieve it

The International Budget Partnership (IBP) believes in a world where all citizens claim the right to understand and influence how public money—their money—is raised and spent.

To achieve this vision, IBP collaborates with civic actors, government champions, and influential international organizations in over 120 countries to advance public budget systems that work for all people.

The public budget is a government's plan for how it will raise and use public money to provide everyday services to people—from clean water to schools to transportation. It is a powerful tool that, if managed wisely, can allow communities and individuals to thrive. When ordinary people are able to influence and hold government accountable to these plans, public money is better spent on public needs.

IBP brings to the table core expertise on public finance and budget processes. We utilize our collective skills as economists, policy analysts and advocates to work hand-in-hand with in-country partners—from think tanks to fisherfolk unions. Together, we generate data, advocate for reform and build the skills and knowledge of people so that everyone can have a voice in budget decisions that impact their lives.

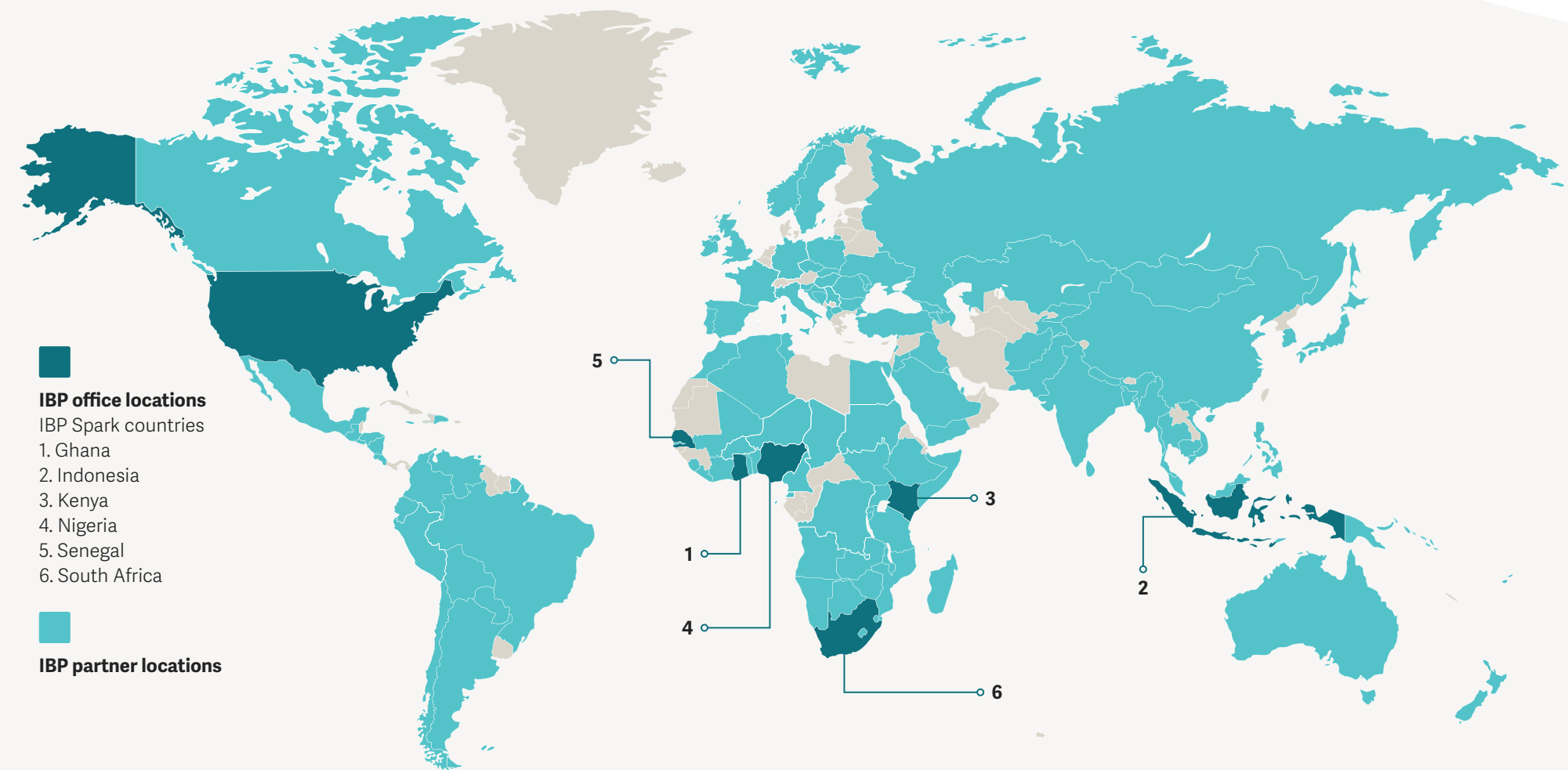


Members of the national fishing union, Kesatuan Nelayan Tradisional Indonesia (KNTI), gather for skills training and to hear from Nilawati, the administrator of their local KNTI chapter and chair of the Indonesian Coastal Women's Union



Our core work is undertaken in partnership with independent organizations in more than 120 countries worldwide through the Open Budget Survey, our Learning Networks and intensive in-country work. In each of these efforts, we look to combine applied research, capacity strengthening and peer learning, grantmaking, and advocacy to influence international or country-based actors with the power to open fiscal systems and enhance accountability.

In addition to our office in Washington, D.C., IBP operates a growing number of international offices, including in Accra, Ghana; Jakarta, Indonesia; Nairobi, Kenya; Abuja, Nigeria; Dakar, Senegal; and Cape Town, South Africa—with additional staff based in Brazil, Canada, Georgia, Germany, Haiti, India and the UK.



IBP turns

Over the last 25 years, IBP, in concert with civil society partners and international allies, have played a leading role in building a global movement to put the public into public budgeting. When we were founded, public finance management was an elite space and the idea that the public had a right to access public budget information was resisted by most international organizations and country governments. **Our collective efforts with partners have led to a new international consensus supporting the public's right to engage in budget processes** and guided significant improvements in open and accountable budgeting practices in a wide range of countries around the world.

Our core contribution has been to **build and strengthen the capacity of civil society organizations to analyze and advocate for budgets that deliver** for communities that have been systematically underserved. At our first international meeting in 1997, there were half a dozen organizations globally that had specialized public finance skills. Today, we work with an active network of diverse civil society organizations in over 120 countries that use public finance analysis and advocacy as a powerful tool to advance social justice. This growing international network includes universities, think tanks, NGOs, social movements and community organizations - a dynamic collective demonstrating every day that inclusive budget decision-making yields equity and efficiency everywhere.

We also work directly to support the reform efforts of governments. Our research and capacity-building exchanges—such as those associated with the Open Budget Survey—open spaces for engagement between government and civil society and offer practical paths to progress. **We are also founding members of the Open Government Partnership (OGP) and the Global Initiative for Fiscal Transparency (GIFT)** and work closely with international institutions such as the International Monetary Fund (IMF), the World Bank, the INTOSAI Development Initiative and the Organization for Economic Cooperation and Development (OECD) to advance global norms and support country reforms.

We are committed to continue driving innovations in our field going forward. Over the past five years, we have worked deeply with powerful social movements looking to use budgets to advance critical service delivery. These partnerships have radically shifted and expanded our approach to participation in public budgeting by opening spaces for more representative groups to have a say in traditionally elite decision-making forums and drive significant changes in service delivery. Through these efforts, we have created opportunities to shift power to marginalized people and unlock systemic shifts in policies and outcomes.

We started in **1997** with our first grant of

\$500,000



We now have an annual budget of

\$15  million



1997-2002

WHAT WE DID

IBP begins to identify and connect civil society organizations engaged and interested in budget work.

STAFF

3 ♂² men ♀¹ woman 🌐³ nationalities

OFFICES

1 United States

MILESTONES

1997: With seed support from the Ford Foundation, the International Budget Project is founded as a unit within the Center on Budget and Policies Priorities.

1997-2001: IBP hosts three groundbreaking global conferences in Washington D.C., South Africa and India to bring a growing number of budget groups together around a shared advocacy agenda. IBP launches its first website and newsletter to keep partners connected and share resources.

2001: IBP publishes the first guide specifically for NGOs looking to use budgets to enhance their advocacy.

2003-2007

WHAT WE DID

IBP works with partners to pilot and expand civil society work on budgets in a broader range of countries and produces seminal resources to support a growing field of budget advocates.

STAFF

17 ♂⁷ men ♀¹⁰ women 🌐⁸ nationalities

OFFICES

1 United States

MILESTONES

2003: IBP launches first initiative to support civil society groups pursuing budget reforms in challenging political contexts like Cambodia, Chad, Honduras, Nicaragua, Indonesia and Uganda.

2006: IBP launches its inaugural Open Budget Survey (OBS), which today remains the world's only independent, comparative assessment of budget transparency, public participation, and oversight in 120 countries.

2006-2008: IBP publishes foundational guides such as *"Guide to Tax Work for NGOs"* and *"Our Money. Our Responsibility: Guide to Monitoring Government Expenditure."*

2008-2012

WHAT WE DID

IBP supports and documents a growing number of advocacy "wins" that illustrate civil society can impact budget processes and advances norms around fiscal openness on the global stage.

STAFF

28 ♂¹⁵ men ♀¹³ women 🌐¹⁴ nationalities

OFFICES

4 United States, South Africa, India, Kenya

MILESTONES

2008: IBP launches a major initiative providing 51 partners in 17 countries with technical, advocacy and financial support. We document the first evidence of civil society partners impacting budgets, including capping subsidies to rich farmers in Mexico (Fundar), blocking a regressive tax bill in Brazil (INESC) and ensuring all South Africans can access anti-retroviral therapy (Treatment Action Campaign).

2011: IBP co-founds the Open Government Partnership (and serves as its first civil society co-chair) and the Global Initiative for Fiscal Transparency.

2012: As a result of our collective efforts, the UN passes a resolution recognizing the public's right to participate in public budget decision-making. The IMF, World Bank and OECD soon follow.

2013-2017

WHAT WE DID

IBP broadens in-country work and deepens partnerships with civil society as well as government champions working for more equitable and effective public spending.

STAFF

24 ♂¹¹ men ♀¹³ women 🌐⁸ nationalities

OFFICES

4 United States, South Africa, India, Kenya

MILESTONES

2015: IBP becomes an independent organization.

2015-2017: In a small number of countries, IBP pilots a new approach to helping civil society, government officials and others ensure budgets are linked to more effective public services.

2017: IBP for the first time offers government officials training on how to engage with the OBS results and the concrete steps needed to improve budget practices.

2017: The European Commission includes the OBS as a formal indicator in its 2017 Budget Support Guidelines. This decision follows earlier practices by the World Bank and other international institutions such as the Millennium Challenge Corporation to use the OBS as a standard to help determine country eligibility for assistance.

2018-2021

WHAT WE DID

IBP significantly expands its in-country presence and partnerships with excluded communities to improve basic services and transform lives.

STAFF

68 ♂³² men ♀³⁶ women 🌐¹⁷ nationalities

OFFICES

8 United States, Ghana, Senegal, Kenya, Nigeria, South Africa, Indonesia, India

MILESTONES

2018: IBP launches a seven-country initiative to work with social movements to ensure public budgets improve basic services. By the end of 2021, IBP and partners improve public services for 5.1 million people.

2020: IBP joins the Addis Tax Initiative and produces the first global scan of civil society tax work (171 groups from 66 countries) and case studies that underscore the definitive impact citizens can have in promoting fairer tax policies.

2021: IBP releases a rapid assessment of accountability in COVID-19 relief packages in 120 countries to spur improvements in governments' COVID spending practices.





Members of the Small-scale Women Farmers Organization in Nigeria tend to their land

Budget advocacy changes lives

In 2021, IBP continued to deepen its partnerships and bolster its network of people globally that can engage meaningfully in public budget processes. We drove this work forward by: 1. Tackling service delivery improvements, 2. Strengthening the capacity of our country partners and 3. Producing actionable data.

1. Building reform coalitions to drive service improvements

Working with large, powerful civic organizations representing the most marginalized communities in seven countries ([Ghana](#), [India](#), [Indonesia](#), [Kenya](#), [Nigeria](#), [Senegal](#) and [South Africa](#)), we are pioneering a new approach to effective and inclusive budget advocacy. While each of our movement partners have strong representation and legitimacy among their constituents, and political power, they struggle to shift the budget resources that would gain them access to critical services governments had committed to provide them. In each country, IBP is working intensively with these community organizers to uncover the budget challenges—and solutions to—service delivery gaps.

Our aim is to build up budget champions within these organizations and work with them to add budget advocacy tools to further leverage their collective power for change. Our work focuses on service delivery in order to build momentum by tackling issues that directly impact constituents' daily lives. Partners set the advocacy campaign agendas based on their needs. We then work with them to build informal coalitions of reform allies with aligned interests—such as budget groups, advocates, journalists, frontline workers and government reformers—to provide technical assistance, increase visibility and open doors to decision-making spaces.

Thanks to the collective budget advocacy of these reform coalitions, we achieved the following milestones by 2021

5.1
million people

gained access to new or improved services
thanks to strategic budget advocacy

351.5
million dollars

in additional funds were allocated in support of
service delivery programs across seven countries
since we began working in those areas

In 2021 alone, we achieved
key outcomes

21
major budget policy changes
to improve service delivery were secured

68
spaces
and other engagements were convened in which
citizens were able to provide officials with information
to shape budget and service delivery decisions

37
coalitions
comprised of civic groups, grassroots communities,
the media and other allies were forged to advance
policy reforms to improve service delivery



Ghana



Fertilizer

239,096
metric tons

of subsidized fertilizer reached
small-holder farmers

India



Education

900,000
students

received tertiary
scholarships

Indonesia



Fishing

2.6
million fisherfolk

got access to fuel
subsidies

Kenya



Water

39.5%
budget increase

for water operations &
maintenance in Baringo county

Nigeria



Agriculture

111,000
women farmers

got access to
farming supplies

Senegal



Disability

100,000
people

with disabilities received
COVID relief

South Africa



Water & Sanitation

900,000
people

got access to cleaner and safer
sanitation facilities & toilets



A woman with a white headwrap and glasses stands in front of a row of houses. She is wearing a white patterned top and a gold cross necklace. The background shows a row of houses with a dirt path in front of them.

“

When you train a man, you just build the house. But when you train a woman, you build the nation.

*Omotola Kadiri Elizabeth, Deputy Director,
Ward Development Committee, Nigeria*



2. Strengthening capacity through peer learning and engagement

Facilitating peer learning and engagement is core to IBP's mission and method, as we know that practitioners on the ground are best placed to support and learn from each other. We prioritized investments in four learning networks during 2021.

Collaborating for in-country advocacy

To broaden the movement for fiscal accountability, IBP provided in-depth and tailored capacity-building to civil society in 23 countries with little previous history of engagement in budget processes. In each country, we targeted a diverse pool of organizations, including faith-based organizations, youth groups, media-focused organizations and civil society organizations focused on health, women's rights and anti-corruption. In 2021, 450 representatives from 241 organizations participated in a foundational online curriculum that provided an introduction to the basic concepts and tools of budget work. This curriculum, with country-specific materials and facilitator notes, will soon be made publicly available to enable a broader set of civil society groups to use them.

Supporting regional networks

IBP has forged regional peer-learning networks where groups that are advancing budget advocacy can hone their skills and share and learn from their collective tactics and strategies. Francophone Africa offers opportunities to improve fiscal accountability, especially through its regional monetary unions, but it also struggles to make progress due to state fragility and other governance challenges. That is why we are building up a diverse network of groups in the region that can advance budget accountability through a mix of small grants and capacity-building support. Our Latin America Tax Expenditure Research, Advocacy and Learning (LATERAL) network is also bringing regional partners together to advance

“IBP was a real wealth of information for me and helped me wrap my head around the big picture of proper management of a country’s finances and the challenges citizens face. There were also inspiring case studies about citizens who successfully engaged government and held it accountable. IBP became my classroom and continues to be a valuable resource for me.”

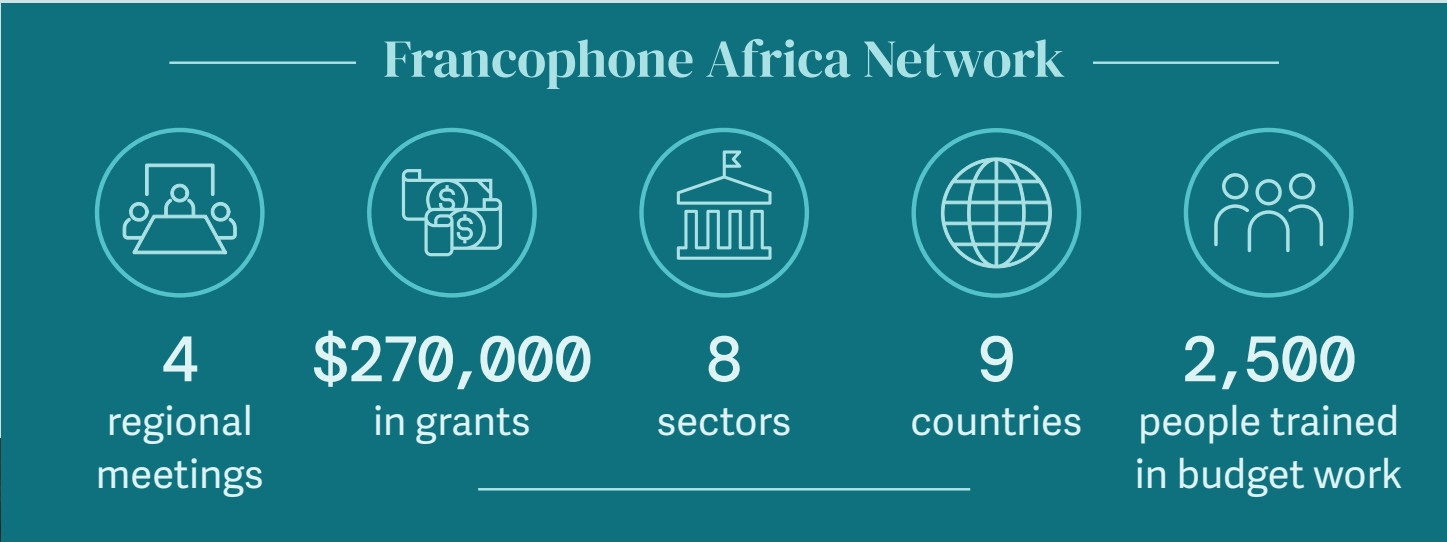
*Jeanette Calder,
Jamaica Accountability Meter Portal, Jamaica*

Capacity building in 2021

21 countries | **450** people | **241** organizations



a shared agenda around tax equity in Latin America—a crucial topic for a region that has the second-highest level of inequality in the world. This year, LATERAL partners worked together to influence the agenda of regional institutions on tax expenditures. The network also published a joint paper offering concrete reforms regional governments can take to make tax policy more transparent and accountable, which was presented at a recent international workshop organized by the Addis Tax Initiative.



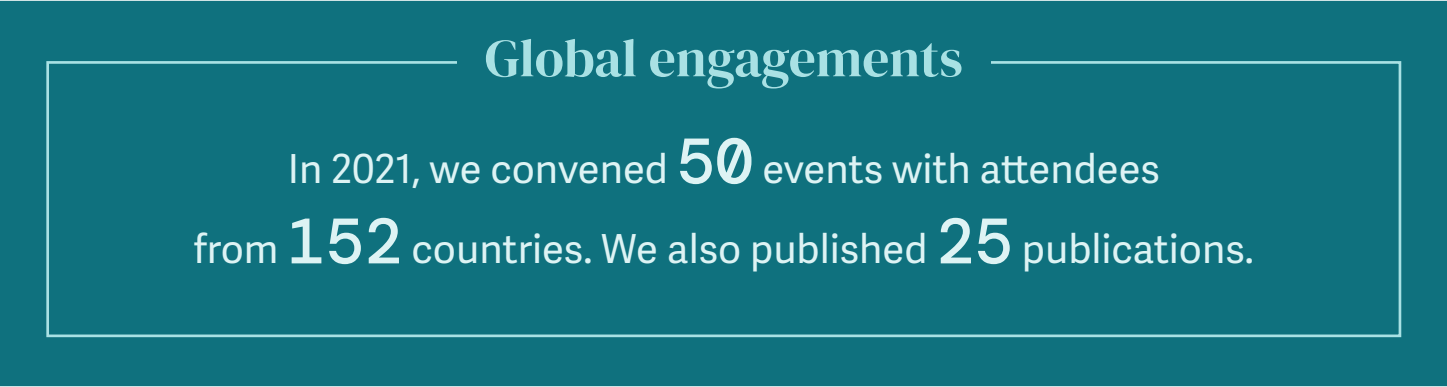
Members of the Francophone Africa Network meeting in Senegal

We also leveraged our partnerships to collectively advocate for greater transparency and accountability at the global level. We convened more than 50 events and peer learning exchanges to share good practices among governments, civil society and international institutions and make the case for the relevance of open budgets to key justice issues such as gender equity and debt relief.

Audit Accountability

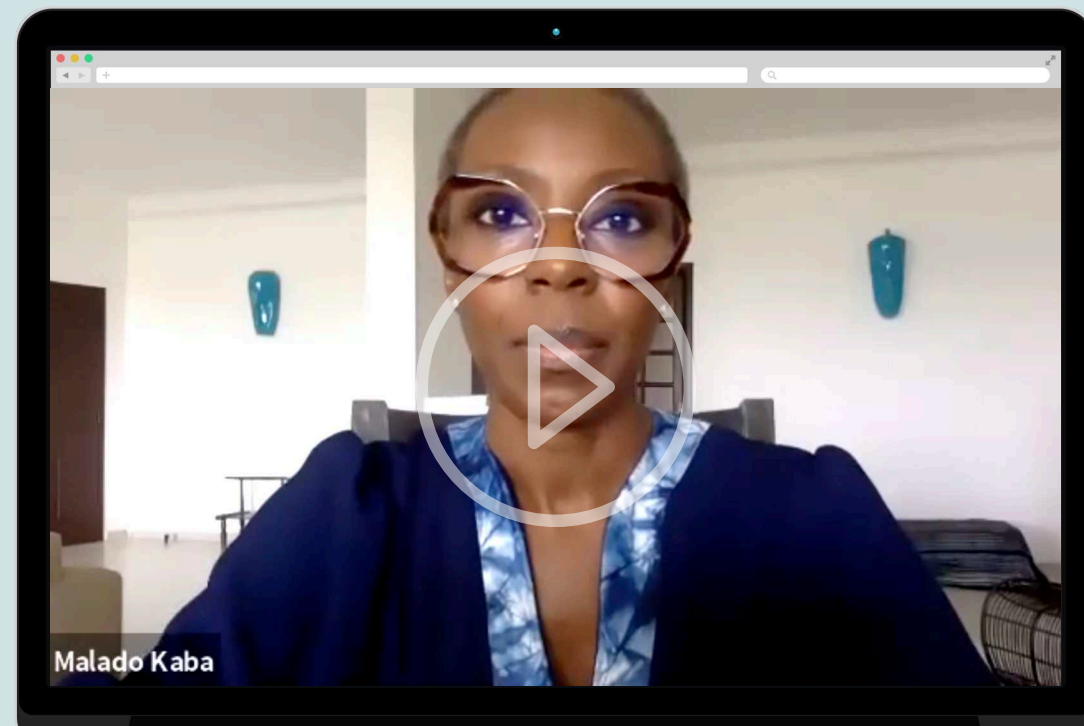
IBP’s long-standing commitment to better connect civil society and Supreme Audit Institutions reached important milestones this year with civil society/SAI partnerships leading to reforms in government programs to combat Chagas disease in Argentina; strengthened local development projects in Nepal; improved school infrastructure in Tanzania; enhanced water, sanitation, and hygiene facilities at schools in Sierra Leone; and improved school feeding programs in Ghana. Our growing body of evidence for inclusive auditing has informed a global INTOSAI framework that recognizes—for the first time—SAI-CSO engagement as a good practice to enhance accountability and audit impact.

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Advancing Women's Leadership in Public Finance

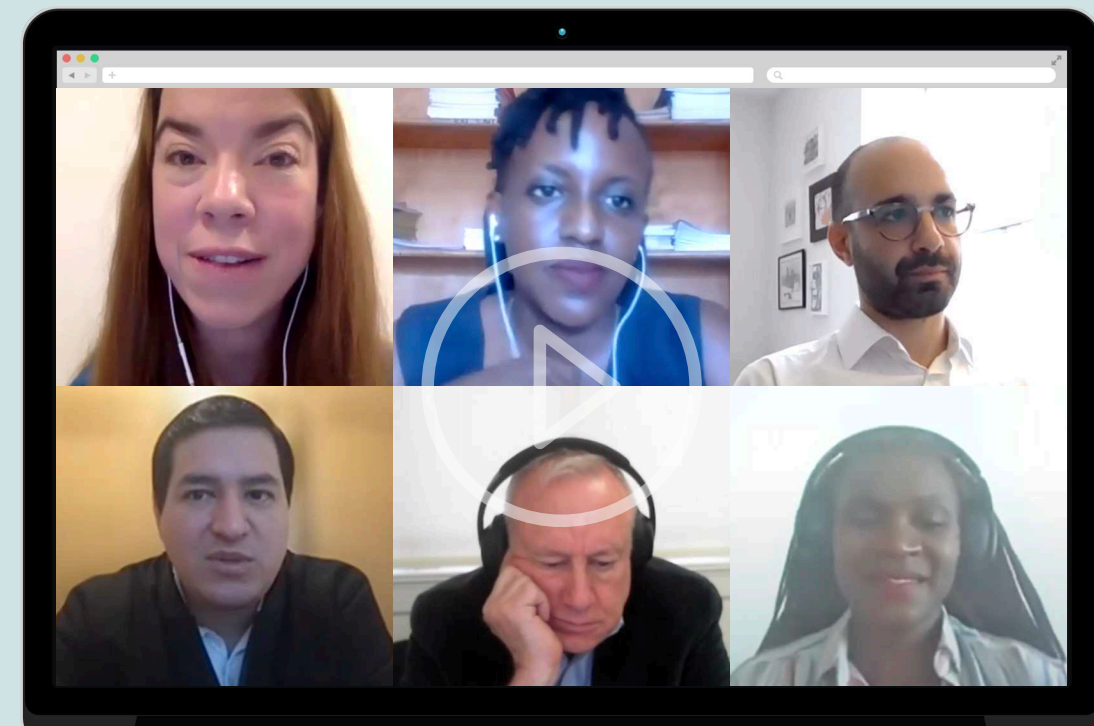
In March, we held a capstone event for last year's workshop series on "Advancing Women's Leadership in Public Finance." The event drew about 400 participants from 38 countries. On the heels of the event, we placed an editorial explaining the challenges and opportunities for greater representation by women in public finance management leadership roles.



The session was moderated by our board member and former Minister of Economy and Finance of Guinea Malado Kaba (pictured above) and included Marta Acosta Zúñiga, Auditor General of Costa Rica; Beena Pallical, General Secretary of Dalit Arthik Adhikar Andolan in India; Zineb Bouba from the Department of Financial Studies and Forecasting in the Ministry of Economy, Finance and Administrative Reform of Morocco; and Rehemah Namutebi, Director General of National Budget in the Ministry of Finance and Economic Planning of Rwanda.

Promoting Equity and Accountability in IMF Special Drawing Rights

In October, we partnered with leading debt relief organizations to co-host an event on the IMF Special Drawing Rights (SDRs). The event unpacked the policy implications created by the SDRs allocations and identified opportunities to promote equitable and accountable use of these funds. The event attracted more than 500 people from 55 countries.



Panel speakers included Mark Plant from the Center for Global Development; Janet Zhou from the Zimbabwe Coalition on Debt and Development; Andrés Arauz from the Center for Economic and Policy Research; and Peninnah Mbabazi from the Southern and Eastern Africa Trade Information and Negotiations Institute in Uganda. The session was moderated by Adil Ababou, Bill & Melinda Gates Foundation, and Claire Schouten, International Budget Partnership.





*Madeleine Senghor, president of Mlomp
Committee of Women with Disabilities, Senegal*



3. Leveraging data to address accountability in COVID spending

As governments around the world mobilized to release massive COVID emergency relief in 2020, we knew that accountable spending practices would be critical to ensuring that resources flowed to those who needed them most. Our team quickly pivoted to conduct the first rapid assessment in early 2021 of how 120 governments were managing their initial pandemic relief packages. Our goal was not only to assess how governments fared, but also to generate actionable lessons on how they could respond better, both to the ongoing pandemic and future emergencies.

Unfortunately, we found that too many governments used the excuse of urgency to be less accountable and inclusive in their relief spending. Our global scorecard found that two-thirds of countries provided limited or minimal public information on the packages they introduced. Almost half of all governments assessed bypassed their legislatures approval to introduce relief packages. Only a quarter of national auditors were able to publish expedited audit reports. Despite these trends, we also documented emergent good practices—from the use of real time audits to gender sensitive policies in a diverse set of countries.

We leveraged our findings to urge governments to embed accountability good practices into their emergency spending moving forward. The report findings were widely used by organizations for global and country-level advocacy. IBP was invited by a number of donors and agencies, including

USAID, the European Commission, the IMF and INTOSAI Development Initiative to present the results to their staff and external audiences. We are now working with the Global Initiative for Fiscal Transparency to convene international institutions and civil society organizations to co-create and promote norms and standards for countries to follow in their emergency spending practices.



After Gambia Participates advocated for the publication of the draft budget proposal, it successfully challenged and struck down in court the Gambian Parliament's decision to create a line item in the national budget that granted cheap home loans to members of parliament.

Digital report



1.4%
Twitter engagement
May-June '21

Launch event



750
attendees

129
countries

Media



127
news articles

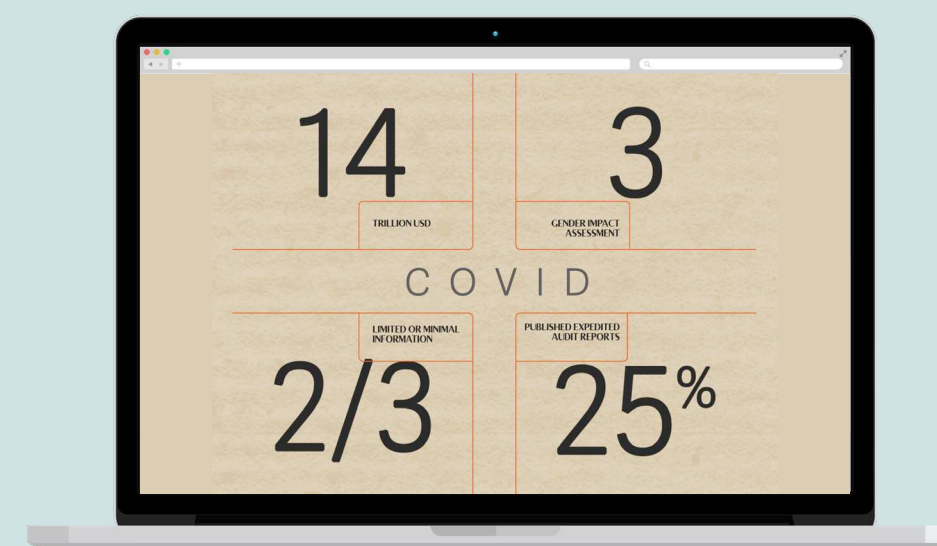
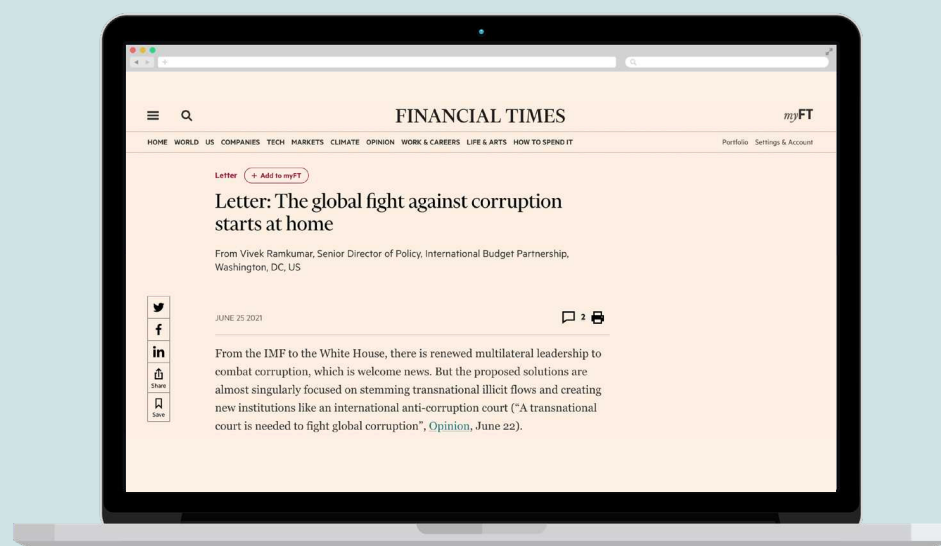
98
media outlets

25
countries



We also worked deeply with country partners to leverage this data for their calls for more inclusive and accountable spending. In Nigeria, we worked with partners to advocate for greater budget transparency at the national level and other reforms to improve service delivery at the state level. Thanks to these efforts, the government disbursed the federal primary health care development fund to 478 primary health care facilities across three states in Nigeria for the first time. In The Gambia, after our partner, Gambia Participates, advocated for the publication of the draft budget proposal, it successfully challenged and struck down in court parliament's decision to create a line item in the national budget that granted cheap home loans to members of parliament. This was the first year the draft national budget had been published in a timely manner, which in turn enabled a vigilant civil society to catch the shenanigans in parliament in real-time. In El Salvador, IBP and our partners worked to elevate attention among global stakeholders to the need to support domestic accountability actors as the executive began to increasingly clamp down on civic space. As a result, the IMF used our recommendations in its Article IV report and negotiations with the government of El Salvador.

“Thanks to these efforts, the government disbursed the federal primary health care development fund to 478 primary health care facilities across three states in Nigeria for the first time.”





Mary Afan, national president of the Small-scale Women Farmers Organization in Nigeria, tends to her farm land



Partner voices

Fighting for safe water and sanitation in Senegal



Magatte Diouf Cisse is the program coordinator at Urbasen, an organization that brings together professionals working in urban management in informal settlements in Senegal. Urbasen works in close collaboration with the Federation of Senegalese Inhabitants (FSH), an umbrella organization of women's associations and community leaders in informal settlements. Together they promote better service delivery (such as clean water and sanitation infrastructure) in informal settlements.

“IBP has helped us build the capacity of grassroots movements to better understand the budget process.”

Magatte walks the busy, unpaved streets of an informal settlement in Pikine, Senegal with one thing on her mind: water. This urban planner-geographer knows well that people living in Senegalese informal settlements have little access to basic sanitation services such as toilets and clean water. Without a way to evacuate rainwater, flooding is a constant problem and makes living conditions unsafe. “The homes of informal settlement residents have been built in a way that puts them at constant risk of flooding,” Magatte said. “Moreover, there are no individual

toilets or communal toilet blocks, not to mention running water. These basic sanitation services are missing entirely, resulting in public health problems and a lack of dignity.”

The government launched the Ten Cities Program to connect these households to the sewage system at a subsidized rate and build toilets in public areas. However, at the beginning of 2021, hundreds of thousands of residents had not benefitted from the program because only those households that pay a subscription to the water provision and management company were included and most informal settlement residents cannot afford the subscription fee even when it is subsidized.

We partnered with Urbasen and FSH to conduct a social audit of sanitation services in informal settlements. The aim was to collect data that would shine a light on how many residents were not benefiting from the Ten Cities Program and to advocate for increased budget allocations for these essential services. IBP assisted Urbasen in strategizing how to collect and utilize the data in their advocacy campaigns. “IBP has helped us build the capacity of grassroots movements to better understand the budget process [and advocate for] municipalities to provide services to informal settlements,” Magatte said.

As a result of the social audit and engagements with public sanitation officials, 880,000 informal settlement inhabitants are now benefiting from improved flood management and public sanitation infrastructure installed in May and June 2021. Also, 20 km of the 28-km public sanitation network was rehabilitated, cleaned and prepared to evacuate rainwater, making the informal settlements safer and more flood-resistant.

“Urbasen’s participatory and inclusive approach in informal settlements, which are often overlooked by public policies, was a big reason for my decision to join this organization,” Magatte said. “Seeing people access essential services such as sanitation, supporting them in the management of their neighborhoods, and knowing that they are now capable of influencing government decisions gives me the strength to get up every day and fight to claim their right to the city,” she said.

Urbasen is continuing to use social audits – community mapping and field visits to collect qualitative and quantitative data – to ensure it has robust information to present to government when it makes demands for the provision of sanitation services. Through data it is now able to “make visible” communities that have long been ignored and denied due access to services municipal officials are meant to deliver, such as clean water and sanitation.



Pikine, a flood-prone area of the Dakar region of Senegal, where Urbasen collects data

Budget literacy helps fisherfolk advocate for fuel subsidies in Indonesia



Suyadi

Suyadi is a local fisher from the Central Java province in Indonesia and a member of Kesatuan Nelayan Tradisional Indonesia (KNTI), a community-based organization composed of 300,000 traditional fisherfolk. It was established in 2008 to better represent the community's interests and increase access to subsidies and other government assistance to support small-scale fisherfolk, who produce 5-6 million tons of Indonesia's fishery products.

Balancing two empty jerrycans between his legs as he navigates a scooter through the narrow, muddy alleyways of Semarang, Indonesia, Suyadi returns from the gas station. The jerrycans should be filled with diesel fuel but the gas station ran out, as it so often does in this small fishing community. With no indication of when it will resupply, Suyadi is stuck between a rock and a hard place.

“With IBP’s support, KNTI surveyed 5,292 members in April and May 2021 to learn about access to subsidized fuel and why the government allocation for the fisheries sector was not being met.”

Without a regular supply of fuel, he cannot take his boat out to sea and earn an income catching fish. On good days, he can earn up to 300,000 rupiahs (US\$21) from his daily catch after accounting for costs. But the job is inherently unpredictable and Suyadi never knows exactly how

much he will make in a day. Life is full of pressing concerns and right now Suyadi is focused on saving money for vital repairs to his home. “Due to coastal flooding, we have to raise the foundations of our house every five years,” he said.

Indonesia is the world’s second-largest fisheries producer, and small-scale fisherfolk like Suyadi make up 95% of the sector. They depend heavily on fuel for their boats, which represents 60% of their production costs. They’re also supposed to receive subsidized fuel as part of the government’s fuel subsidy budget, but they face major obstacles accessing it. The Indonesian government spends 99% of its fuel subsidy budget but the fisheries sector only receives one-quarter of what is promised to them due to bureaucratic challenges. The rest of their allocation is diverted to other sectors like agriculture and transportation. Suyadi turned for help to KNTI, a civil society organization that acts as a liaison between the fishing community and the government.

When IBP began partnering with KNTI in 2019, it had extensive experience mobilizing its members but was unfamiliar with how the budget process could be leveraged to improve access to government subsidies. IBP worked alongside KNTI members to address the benefits they were entitled to, including subsidized fuel, and to identify the reasons that were keeping fisherfolk from accessing the subsidy. IBP supported KNTI members to compile and propose recommendations to government officials that would improve the distribution of the fuel program’s allocation to small-scale fisherfolk.

Tracking the Indonesian government's fuel subsidy budget

The government spends **99%** of its fuel subsidy budget, but the fisheries sector only receives **1/4** of what it is promised.

Where did the fisherfolks' fuel subsidy go?



1.9 million
kiloliters/year
allocated to fisheries



74%
gets diverted



26%
remains for fisheries
less than 500,000 kiloliters



Micro
business



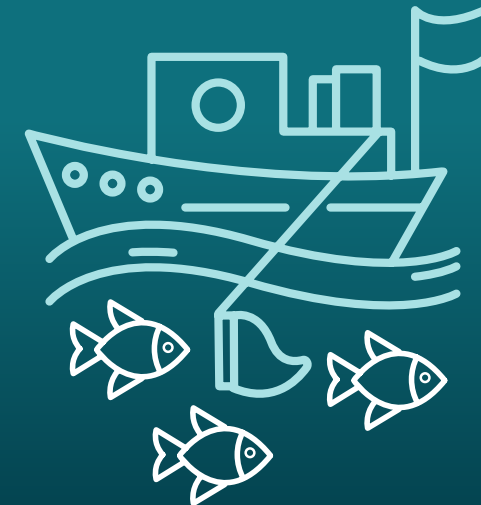
Agricultural
business



Transportation



Public
services



With IBP's support, KNTI surveyed 5,292 members in April and May 2021 to learn about access to subsidized fuel and why the government allocation for the fisheries sector was not being met. The results were striking. The audit found that 82% of traditional fisherfolk cannot access the subsidized fuel the government set aside for them in its budget because the budgeted amount of fuel was not reaching the gas stations or because the stations were located too far from the fishers' homes. The loss of potential income from not having the subsidy is equal to the cost of 1-2 kg of rice per day that they could use to feed their families.

Administrative requirements were other obstacles preventing fisherfolk from accessing the subsidized fuel. At least 93% of those interviewed had never submitted documents to become eligible for fuel subsidies, while 38% admitted they did not have the required documents at all. A further 22% said they could not find a station nearby selling subsidized fuel.

In a short period of time, IBP has helped KNTI analyze the budget, collect data, strengthen its network of allies and advocate directly to the government to turn these dynamics around and gain much-needed relief for its members, including Suyadi. And the government is receptive to these efforts. "We appreciate the support from IBP and KNTI because there are things that we [the government] overlooked," said Alan Frendy Koropitan, an expert in maritime affairs for the Indonesian Presidency Staff Office. "[KNTI and IBP] events allow people and fishers to express their concerns and be heard."

KNTI has convinced officials who oversee the implementation of the fuel subsidy program to simplify the registration process – a crucial reform that will allow 2.6 million traditional fisherfolk to access the subsidies. In addition, due to its strengthened relationship with the government, KNTI was able to secure \$95 million in COVID social assistance for 1.1 million fishers and \$4.2 million in credit facilities to protect the livelihoods of fisherfolk impacted by the pandemic. Beyond these immediate gains, the government now sees KNTI as an influential player in informing fiscal policies for smallholder fisherfolk, which will allow the organization to continue building community power over resources in the long term.



A bustling fishing community at the tip of Medan, the capital of the North Sumatra province of Indonesia



Building the tools for citizen accountability in Jamaica



Jeanette Calder is the executive director of the Jamaica Accountability Meter Portal (JAMP), a civil society organization providing a suite of digital tools for citizens, the media and other stakeholders to improve public accountability and, ultimately, the delivery of public goods and services.

Jeanette's passion is infectious. From the moment she begins to speak, you cannot help but feel part of her team, part of her struggle for greater government accountability and citizen participation in Jamaica. Born in a small tight-knit community, fighting for better governance and more equitable public spending in Jamaica is a mission Jeanette identified with at an early age. As the daughter of two public servants, she was taught to look out for the underdogs, or to "see people who don't get seen." From then on, Jeanette believed that working for government was an effective way to help improve the lives of those in her community who are not heard.

“Despite already being engaged as a citizen in advocacy work, learning to read the budget deepened my connection to Jamaica and my sense of responsibility to it and for it.”

“When I went into the public sector, I saw that the government had the potential and resources to do so much more than individuals giving from their pockets,” she said. “The pen in the hand of a policy maker can change the lives of all Jamaicans just by signing a piece of paper. What better than to provide citizens with tools to influence that hand.”

However, Jeanette found that although government has resources to improve public services (such as education and healthcare), civil society must be at the table to ensure these resources are spent effectively so that all Jamaicans can get ahead. Jeanette recalls a pivotal moment in her career when she volunteered for an advocacy group that challenged three multibillion-dollar government projects that were being given to contractors without tender. “I had submitted a 24-page document to the government outlining why the projects and procurement process were problematic,” she explained. “What we found was a government prepared to meet, listen and answer all 16 questions posed and acknowledge our recommendations. It challenged my view of public officials and demonstrated that research and evidence-based advocacy is a powerful approach to collaborating with government.”

With that in mind, in 2017, Jeanette founded JAMP to help citizens track and hold government to account for its management of public money. During this time, she turned to IBP for inspiration, using the many guides and resources on IBP's website designed to help civil society conduct work on budgets. “You have to start off believing that what you're doing is

going to succeed, and that's what IBP demonstrated – that citizen engagement can and does make a difference,” she said.

Under Jeanette's leadership, JAMP has raised the alarm on 81 breaches of government policy and regulations, such as poor governance and decision-making, overpayment and procurement breaches. Government ministries, departments and agencies have taken action in 47 of those cases to remedy these instances of mismanagement. For example, JAMP brought to light the following case: The Auditor General's 2018/2019 Annual Report noted that the Integrated Support to Jamaica's Social Protection Strategy Project – implemented by the Ministry of Labour and Social Security – budgeted \$18.7 million to purchase 469 assistive aids such as hearing aids, wheelchairs and prostheses, yet only 50 of the targeted 550 children with disabilities (9%) had received assistive aids. JAMP continues to track this discrepancy, which was last assessed on April 15, 2021. Thanks to JAMP's research and citizen involvement, the issue has been made public, and the breach of policy is being taken seriously. Public pressure is building to address the issue and Jeanette is optimistic that it will be rectified.

JAMP's significant success in such a short time has demonstrated the importance of evidence-based advocacy in Jamaica, using tools such as IBP's Open Budget Survey (OBS). The OBS, which has measured the level of budget transparency, participation and oversight in Jamaica since 2018, has allowed Jeanette to better assess where JAMP can have impact. “Working towards a better score in the OBS is not merely about an improved ranking. It represents better governance, which translates into a better quality of life for Jamaicans,” Jeanette said.

IBP continues to work hand-in-hand with JAMP, providing online and in-person capacity-building and joint advocacy, to promote more citizen voices in public spending decisions and more equitable outcomes for “unseen” communities. “Partnering with IBP is a feeling that I am not alone in this work,” Jeanette said. “Despite already being engaged as a citizen in advocacy work, learning to read the budget deepened my connection to Jamaica and my sense of responsibility to it and for it.”



Jeanette Calder, executive director of the Jamaica Accountability Meter Portal

Financials

International Budget Partnership and Affiliates
Consolidated statement of activities
 for the year ended December 31, 2021

	Without Donor Restrictions	With Donor Restrictions	Total
Revenue and Support			
Grants and contributions	\$ 3,503,940	\$ 7,239,020	\$ 10,742,960
Contract income	203,466	-	203,466
Interest income	29,625	-	29,625
Other income	8,908	-	8,908
Gain on foreign exchange rate	54,944	-	54,944
Released from restrictions	10,623,378	(10,623,378)	-
Total revenue and support	14,424,261	(3,384,358)	11,039,903
Expenses			
Program services:			
Research	3,251,561	-	3,251,561
Country strategies	6,281,954	-	6,281,954
Advocacy	896,514	-	896,514
Global Initiative for Fiscal Transparency	705,900	-	705,900
Training, technical assistance, and networking	1,052,584	-	1,052,584
Learning	229,322	-	229,322
Strategic initiatives	425,535	-	425,535
Communications	374,918	-	374,918
Tax	188,387	-	188,387
Climate	327,325	-	327,325
Total program services	13,734,000	-	13,734,000
Supporting services:			
Management and general	1,215,226	-	1,215,226
Fundraising	388,936	-	388,936
Total supporting services	1,604,162	-	1,604,162
Total expenses	15,338,162	-	15,338,162
Change in Net Assets	(913,901)	(3,384,358)	(4,298,259)
Net Assets, beginning of year	3,896,747	19,753,597	23,650,344
Net Assets, end of year	\$ 2,982,846	\$ 16,369,239	\$ 19,352,085

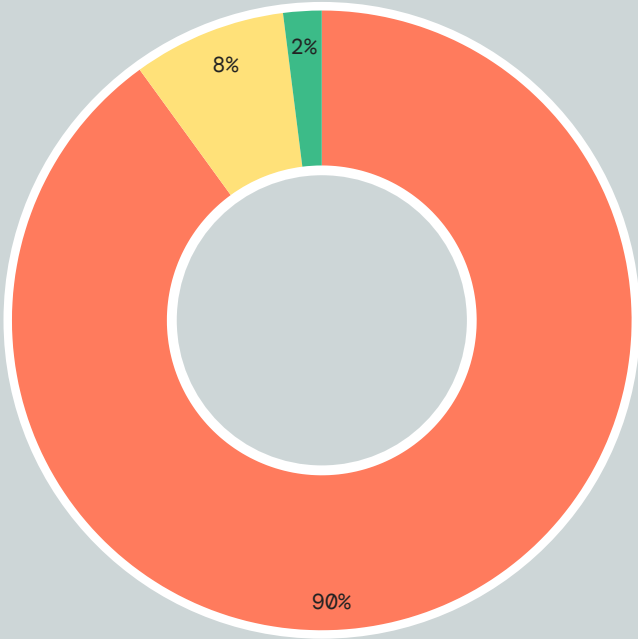


International Budget Partnership and Affiliates

Consolidated statements of financial position

December 31, 2021 and 2020

	2021	2020
Assets		
Cash and cash equivalents	\$ 15,249,503	\$ 11,681,807
Accounts receivable	64,424	55,691
Grants receivable, net	6,203,696	13,835,528
Prepaid expenses	286,717	295,099
Deposits and other assets	194,753	140,994
Property and equipment, net	1,268,694	1,432,244
Total assets	23,267,787	27,441,363
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	623,111	692,485
Subgrants payable	527	166,995
Refundable advances	1,282,946	749,934
Deferred rent and lease incentives	2,009,118	2,181,605
Total liabilities	3,915,702	3,791,019
Net Assets:		
Without donor restrictions:		
Undesignated	404,239	1,320,545
Board-designated	2,578,607	2,576,202
Total without donor restrictions	2,982,846	3,896,747
With donor restrictions	16,369,239	19,753,597
Total net assets	19,352,085	23,650,344
Total liabilities and net assets	\$ 23,267,787	\$ 27,441,363

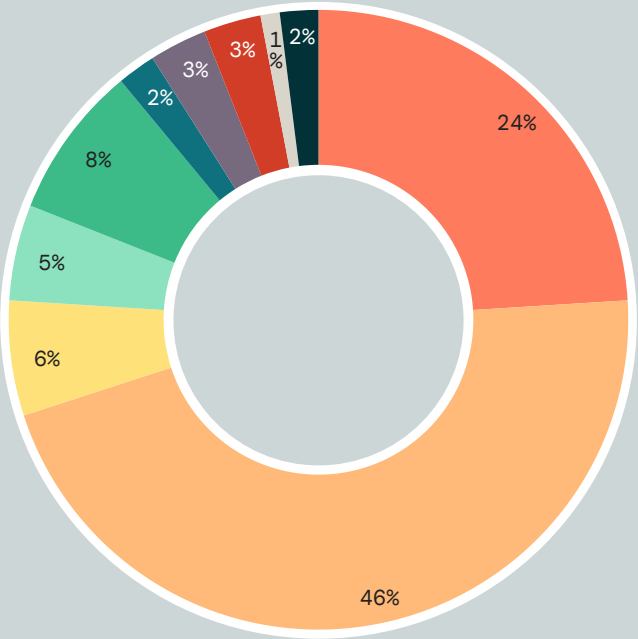


Uses of funds

- Program
- Management/general
- Fundraising

90%

of funds were used for program expenses



Expenses by program

- Research
- Country strategies
- Advocacy
- GIFT
- Technical assistance & training
- Learning
- Strategic initiatives
- Communications
- Tax
- Climate finance

*Percentages are rounded to the nearest whole number



“

Many of the fisherfolk have nearly given up, saying ‘What will be, will be’. But I believe in what we are doing—and I will fight until the end.

Nilawati, fisherwoman and chair of the Indonesian Coastal Women’s Union



2021 partners

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