



Annual Report 2010



INTERNATIONAL BUDGET PARTNERSHIP
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International Budget Partnership Annual Report 2010

**Open Budgets.
Transform Lives.**

I was sitting next to a woman on a long bus ride in rural Uganda last year. Suddenly, she turned to me and exclaimed, “Look at that school!” My head spun around as we whizzed past. “It has no windows and only half a roof,” she continued. “How can children concentrate in such a structure?” I asked her if she was a teacher. “No,” she answered. Several miles later, she again exclaimed, “Now, look at this bridge!” I looked tentatively as we squeezed and bumped our way over a narrow, dilapidated bridge. “The public contractors used an inferior concrete mix. After tonight’s rains, I might not be able to get home,” she worried out loud. I asked her if she was with the office of public works. “No,” she answered. “So how do you know all these technical details?” I asked. “I’ve been trained as a community budget monitor,” she answered proudly. “It has changed my life,” she continued. “Now I am a monitor! When I take my children to school, I monitor. When I ride the train, I monitor. At my village health clinic, I monitor. I am always looking, asking questions, reporting problems. I make sure the government does not waste my money.”

It’s hard to imagine having this conversation even eight years ago, but this is the rapidly changing world in which we work. When the International Budget Partnership (IBP) was established in 1997 at the Center on Budget and Policy Priorities, we envisioned a world in which the public as a matter of course has the information, opportunities, and skills to contribute effectively to government budget processes.

The ultimate goals at the core of the IBP’s mission are systemic improvements in the quality of governance, and improved service delivery. We believe we can make the greatest contribution to achieving these goals by collaborating with civil society organizations around the world to realize greater transparency and public participation in public finance management systems. At the core of our work is our partnership with inspiring, independent organizations in over 100 countries.

We focus on budgets because the potential benefits are massive. More transparent and responsive government budgets can improve the lives of every member of society, especially those who are poor and marginalized. As my travel companion in Uganda illustrates, independent budget monitoring and analysis is a powerful tool that can strengthen the advocacy of most every sector of civil society, whether they focus on housing, welfare, education, or the environment, as well as that of individuals who just want to ensure that the government is using the public’s money effectively.



The IBP’s new strategic plan — launched in 2010 — lays out a set of short-term goals for the next 3-5 years. These goals can be thought of as a series of transformations that occur both through shifts in the global context within which we work and through the accumulation of changes that take place in individual countries. This report describes the work we undertook with our partners in 2010 toward achieving each of these goals.

We are excited by the gains that we have made collectively. At the same time, we are very aware that there is quite a way to go and that the challenge before us is to work even better and smarter in the coming year. What we have achieved in 2010 would not have been possible without the generous support of our donors, and the tireless commitment and willingness of all those who work closely with us. Above all, we salute the dedication of our partners to strive toward a vision of a better world. You are the source of our inspiration and strength.

Warren Krafchik
IBP Director

Message from Warren

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An aerial photograph showing a winding river flowing through a lush green landscape. The river is dark blue and curves through the scene. On the left bank, there is a large, irregularly shaped green field. To the right of the river, a dense, dark green forest covers a significant portion of the landscape. The background shows more of the river winding through the green fields and forest. The overall scene is a natural, rural landscape.

Charting the Course



What is the problem?

Secrecy has a long tradition in public budgeting. These practices were justified on the basis of the myth that public engagement in the budgeting process would undermine market stability and unnecessarily inflate spending to unsustainable levels. The message was clear: leave budgeting to the expert bureaucrats. That such myths could be sustained for so long is a testament to the vested interests that benefit from opaque budget practices. Budget transparency is ultimately a political problem.

The IBP's Open Budget Survey 2010 clearly shows the extent of the problem. Of the 94 countries assessed in the Survey, only six publish the eight key budget documents required by good practice on time and in full. Twenty-two countries do not even publish the Executive's Budget Proposal – the government's plan for using public money to meet public needs. Budget transparency and oversight is weakest in countries that are dependent on international aid or on the revenues from extractive industries.

Consider this problem from the perspective of an individual citizen who is concerned with the high rate of maternal mortality in her country. The first thing she may want to know is how much the government is spending on life-saving drugs to stop post-partum bleeding, as well as how much is going toward training midwives. How likely is it that this citizen could get this information? To test this, in 2010 the IBP worked with citizens in 80 countries to request this information from national governments. The *Ask Your Government!* initiative showed that only nine countries provided complete answers to both of these questions. Further, the researchers in the 10 countries that have the highest maternal mortality rates in the world did not get an answer from their governments.

How far have we come?

Clearly, we have a very long way to go until the public is able to monitor and influence how governments spend public funds. But, there has also been substantial progress in the past 10 years.

At the international level, there is now widespread agreement — backed by growing evidence — that budgeting in secret leads to waste, inappropriate expenditure, and often fraud and corruption. Increasingly, there is support for the idea that an inclusive budget process — one in which the public's voice is heard — can lead to greater equity and efficiency in public spending. The logic is simple: the public has knowledge and experience of public services, so if government taps this in its planning, the appropriateness and quality of services provided is likely to improve.

These changes in mindset could mean that international donors are more likely to send a stronger message about the importance of open budgeting to countries that are dependent on international aid. It could also mean that international

organizations of auditors, legislators, and civil society are more likely to pressure governments for greater access to information, resources, and independence to fulfill their oversight functions.

There have also been important changes at country level. One of the most dramatic is the rapid growth of civil society organizations with capacity to analyze government budgets. By the mid 1990's, there were virtually no civil society organizations with the capacity to monitor government budgets outside of the developed countries. Only 15 years later, there are budget monitoring groups operating in over 100 countries of the world, from Brazil to Mozambique, from South Africa to Mali, and from India to Indonesia.

The growth of this movement has been accompanied by the development of new methods of analysis, an expanded cadre of trainers, training modules, and methods. Civil society has been at the forefront of new methodologies to better understand the impact of budgets on children, women, and other marginalized communities. Civil society has also enhanced its capacity to better communicate the implications of its research and, thereby, strengthen the broad citizen demand for budget information.

Evidence of the positive impact of all this work is already beginning to emerge. IBP partners in Mexico recently created a database of agricultural subsidies that made clear the bias toward the largest producers and persuaded the government to start overhauling the system in favor of small producers. In the Philippines, IBP partner CCAGG (Concerned Citizens of Abra for Good Government) involved communities and local media in monitoring local development projects, which identified a number of irregularities and led to an official government audit. Ultimately 11 public officials were charged and suspended for dishonesty and misconduct. In Africa, the budget analysis of IBP partner, SIKIKA, played a pivotal role in leading the Ministry of Health in Tanzania to reduce its unnecessary expenditures by 19 percent, thus making more resources available for critical health services. And, in South Africa, IBP partner, the Center for Social Accountability, successfully advocated for a ZAR1 billion increase in funds for HIV and AIDS that substantially reduced the shortfall in funds for people living with HIV and AIDS in the Eastern Cape, one of South Africa's poorest provinces.

What has all this meant for the individual citizen? In Mexico, it means that more government subsidies are going to poor farmers rather than rich farmers. As important, civil society organizations can monitor future subsidy flows to determine whether they reach the intended beneficiaries. In the Philippines, community members now have the ability to take an active role in overseeing government development projects, ensuring that resources targeted toward building their community actually result in the intended benefits. In Tanzania, more citizens have access to basic public health services, while in South Africa a much greater number of people have access to health services and anti-retroviral drugs.

Meanwhile budget transparency is improving in many countries of the world and is often driven by internal government champions. The three rounds of the





Open Budget Survey provide evidence of this. The average Open Budget Index score for the 40 countries for which the IBP has comparable data over the three rounds has increased by 20 percent. There were very remarkable changes in the performance of a number of countries that previously performed very poorly and are generally regarded as challenged by poverty and instability, including Mongolia, Liberia, Uganda, and Afghanistan. Many factors work together to enable such dramatic change, but the recommendations emerging from the Index and our partners' advocacy were important contributors to these developments.

Unfortunately, there has been far less dramatic change in opportunities for public engagement in the budget process. This is especially true in provincial and national budget processes where the most far-reaching decisions are taken. Instead, participatory processes are mainly confined to local government budgets.

The results of the Open Budget Survey show that countries can do well on budget transparency regardless of their geographical region, or dependency on aid or revenues from the sale of hydrocarbons. South Africa and Jordan prove this for Africa and the Middle East. Colombia and Indonesia perform well among hydrocarbon-dependent countries. And Uganda and Papua New Guinea perform relatively well on budget transparency compared to other aid-dependent countries. This finding is corroborated by the *Ask Your Government!* initiative. For example, Namibia, Guatemala, Malawi, and Ecuador performed much better than many countries with higher incomes.

Legislatures and supreme audit institutions (SAIs) could also do better on engaging the public in budget processes within existing constraints. Most legislatures have the legal power to convene public hearings on the budget. However, only a minority do so. Similarly, SAIs can provide the public with opportunities to submit confidential evidence on possible corruption, for example, through fraud hotlines. Yet SAIs do so in only a small number of countries.

Of course, many countries will need technical assistance and often financial assistance to build state of the art transparent budget processes. But most could do much more than they are doing within existing constraints — if they had political will. And that is the essence of the problem. Closed budget processes are a political problem, and political pressure is required to resolve them.

What role can the International Budget Partnership play, and how do we measure progress?

By supporting civil society's continued engagements in government budget processes, the IBP contributes to the realization of concrete benefits for poor and marginalized communities in countries all over the world. These

changes may take the form of greater public access to budget information and greater opportunities for the public to engage in budget processes. But they can also include improvements in the extent to which government budget institutions respond to public priorities and use scarce budget resources effectively and equitably.

On the path to realizing these long-term goals, the IBP has identified six short-term goals that we hope can be achieved in the next three to five years. Different IBP programs contribute to the progress on each of these short-term goals, and efforts are underway to measure and quantify the cumulative impact of the IBP programs to date.

The following table sets out each goal and reports on the progress that the IBP has made in the past year toward the realization of these goals. Initial evidence of the impact of these activities is reported in each program section of this report.

The IBP's Short-term Goals & Success Indicators

Short-term Goal 1: Highly skilled, sustainable civil society budget organizations

At the heart of the IBP is our commitment to support civil society institutional development. The IBP's partners are as diverse as the environments they work in, but all share a commitment to dedicate organizational capacity to budget monitoring and are focused on the impact of the budget on poor and marginalized communities. IBP support includes a package of financial and technical support and opportunities for peer exchange, tailored to each organization.

For this goal, the key indicator of success is **increased budget work by civil society organizations on budget transparency, civil society participation, and accountability**. For 2010, we measure our performance as follows:

- 122 partners supported with grants amounting to US\$2,733,500 for budget work
- 139 staff members of 88 partners organizations attended IBP formal training
- 42 partners organizations received intensive mentoring from experienced practitioners

Short-term Goal 2: CSO networks promoting budget transparency, engagement, and accountability

Research on public budget advocacy around the world — including IBP case studies — shows that social impact is more likely if organizations work together in coalitions. Good analysis may get an organization to the negotiating table, but it is an organization's relationships that will ultimately catalyze change. All IBP programs emphasize opportunities for partners to learn from one another and work together on issues of common interest.

For this goal, the key indicator of success is **increased budget work by CSO networks or CSO-led networks on budget transparency, civil society participation, and accountability**. For 2010, we measure our performance as follows:

- 40 joint activities among partners relating to their budget work at the subnational level organized, including research, peer exchanges, and advocacy
- 9 regional activities collaboratively organized by 50 partners for the Open Budget Survey release
- 123 joint activities among partners relating to their budget work at the national level organized, including research and advocacy
- 51 IBP partners engaged in global research and advocacy collaboration on public access to budget information relating to governments' international commitments

Short-term Goal 3: Research findings on budget transparency, processes, policies, and outcomes

Rigorous evidence on budget transparency and accountability and its causes and consequences is vital to fine tune our strategies, arm our supporters, and win over detractors. This is an area of particular importance for a young global movement.

For this goal, the key indicators of success are **increased reference by key budget publics to the IBP's or partners' research outputs, and increased application of research findings by the IBP, partner organizations, and donors.** For 2010, we measure our performance as follows:

- Publication of the Open Budget Survey assessing budget transparency and oversight practices in 94 countries
- 80-country study tested public access to budget information on governments' investments in maternal health, environment, and aid
- 17 research studies on budget transparency and engagement commissioned and completed
- 3 short-term case studies of partners' impact commissioned and completed

Short-term Goal 4: International community that is more supportive of transparent, inclusive, and accountable budget processes

Lack of budget transparency is a deeply entrenched political problem, and country-based independent organizations need the help of the international community, particularly the donor community, in encouraging their governments to change. Therefore, all IBP programs devote considerable time to speaking with donors — multilateral, bilateral, and private donors — to support countries that are willing to open up and to pressure those that are not.

The IBP also works to encourage the donor community to increase its long-term commitments in civil society budget monitoring and assists individual donors with strategies to do so. The IBP collaborates with international organizations of auditors, financial managers, and legislators to encourage them to engage with civil society at country level in an effort to build broad budget oversight coalitions.

For this goal, the key indicators of success are **increased endorsement of budget transparency and participation issues by budget publics, and increased donor support for civil society work on budget transparency and participation.** For 2010, we measure our performance as follows:

- 86 international NGOs and national CSOs signed a letter to the U.N. Secretary General as part of the *Ask Your Government!* initiative
- 700 electronic and print postcards sent to the U.N. Secretary General as part of the *Ask Your Government!* initiative
- Worked with 3 private foundations and 2 bilateral donors to refine grant-making strategies for strengthening engagements in budget processes by civil society and legislatures
- Case for budget transparency and citizen engagements made and promoted at the Inter-Parliamentary Union and the International Consortium on Governmental Financial Management

Short-term Goal 5: Significant movement toward a set of norms on transparent, inclusive, and accountable budget processes

The IBP understands that global norms on budget transparency and engagement can provide leverage to country partners in demanding change. They can also help to strengthen and clarify the demands of donors and international organizations for open budget processes. Therefore, IBP programs are working with partners, donors, and other international institutions to agree on and codify standards for open budgeting.

For this goal, the key indicators of success are **principles and norms on budget transparency and participation are drafted, and core group from budget publics are in broad agreement on and organized around the norms agenda.** For 2010, we measure our performance as follows:

- 5 bilateral and 2 multilateral donors used the Open Budget Index to track changes in government performance on budget transparency and engagement
- 7 bilateral and 2 multilateral donors engaged in initial discussions on processes to establish norms on budget transparency and citizen participation
- 62 partners interested and committed to engage in international advocacy efforts to establish norms on budget transparency and citizen participation

Short-term Goal 6: Governments with demonstrable improvements in transparent, inclusive, and accountable budget processes

The IBP's work around the world has demonstrated how important committed champions of transparency within government are to opening budget systems. To provide greater momentum to this process, the IBP has started to engage directly with willing governments to improve budget transparency and engagement. The IBP's approach is to support the government in a dialogue with citizens about their information needs, as well as building government capacity to produce and publish information that will be used by the public.

For this goal, the key indicators of success are **increased engagements between government and civil society on budget policies, procedures and processes; increased Open Budget Index scores; and increased policy reforms or improved implementation**. For 2010, we measure our performance as follows:

- 45 governments responded to the Open Budget Survey process and outputs
- Agreements established with 3 governments for assistance toward improving budget transparency and engagement practices







Special Feature: *The Ask
Your Government!* Initiative

Governments Were Asked Six Questions

- Q1: How much is spent on life-saving drugs to reduce maternal mortality?
- Q2: How much is spent on training midwives (or equivalents), and how many are trained?
- Q3: How much aid has been received (or provided), and when was notification about the amount given?
- Q4: How much aid will be received (or provided) in the near future, and when was the government notified?
- Q5: How much is spent on environmental protection and conservation?
- Q6: How much is spent on subsidizing fossil fuel production and consumption?

To see the exact questions, the rationale behind them, and the protocol used in the initiative, go to www.internationalbudget.org.

The IBP and its partners know that access to comprehensive, timely, and useful budget information is the keystone to effective advocacy for better budget policies and the ability to monitor what the government is doing with public money. Unfortunately, three rounds of the Open Budget Survey have clearly shown that most governments do not proactively make this detailed budget information available to citizens or civil society. Knowing this, and in anticipation of the Millennium Development Goals (MDGs) Summit in September 2010, the IBP's Open Budget Initiative (OBI) and Partnership Initiative (PI) joined together to launch the *Ask Your Government!* (AYG) initiative in January 2010. *Ask Your Government!* sought to answer the question: what happens when citizens ask their government for specific budget information relating to key international development commitments to which their government is a signatory?

The *Ask Your Government!* initiative involved building a coalition of international nongovernmental organizations (INGOs) to design and implement the research and coordinate related advocacy and engaging over 80 civil society partners in 80 countries to undertake the task of requesting the budget information from their governments. The Communications and Training teams joined with the OBI and PI and partner organizations to disseminate the findings and facilitate advocacy around the MDG Summit.

Step One: How do we test the “demand side” of access to information?

The first step for the IBP was to enlist the help of international organizations that had either expertise in access to information or in particular sectors at the global level. As the research would be carried out in the 80 countries covered by the initiative, the IBP also sought organizations that had partnerships with civil society groups in countries around the world.

Outreach to potential international partners resulted in the IBP jointly coordinating the *Ask Your Government!* initiative with Access Info Europe and the Centre for Law and Democracy. To develop the research design and advocacy plan, the three groups were joined by the White Ribbon Alliance, Family Care International, the Averting Maternal Death and Disability Program at Columbia University, Publish What You Fund, Oxfam America, Development Initiatives, World Resources Institute, and the International Institute for Sustainable Development.

Ask Your Government! partners identified six specific items of budget information that are central to monitoring governments' commitments

on maternal health, the environment, and foreign aid. The partners also carefully designed a protocol for submitting the information requests, in order to enable cross-country comparisons.

Step Two: Asking the questions

One local civil society organization in each of the 80 countries included in the study took the lead in submitting and following up on information requests to the government. Governments were given up to three opportunities to respond to the requests, which came in the form of letters, phone calls, and visits to government offices. The local research partners were supported in their requests by the IBP and Access Info Europe staff members so as to ensure that researchers were applying the protocol consistently across countries. The researchers' experiences in making the requests, as well as any specific budget information their government provided in response, were tracked in a detailed database designed by Access Info Europe.

Step Three: Making sense of the results

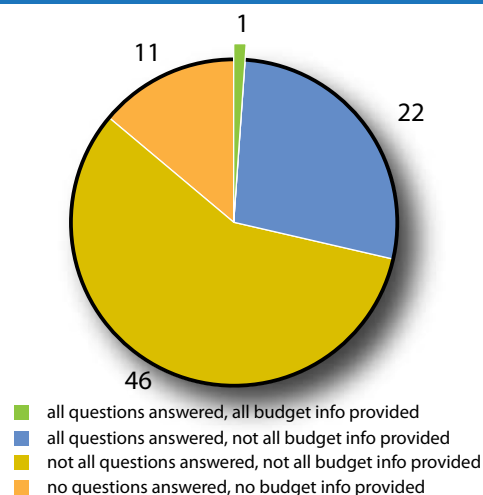
The *Ask Your Government!* initiative is the largest test to date of access to information around the world, and the first effort to link public budget allocations to international development commitments. Not only has it established a method for testing whether governments are fulfilling their commitments but it also makes clear that full government budget transparency is a precondition for any serious discussions on development.

After seven months and over 1,000 letters, phone calls, and visits to ministries, only one country, New Zealand, provided budget information that substantively responded to all six questions. The remaining 79 governments either ignored the requests, refused to provide an answer, failed to respond to some of the questions while answering others, or provided only some of the budget data requested when responding to questions.

"Last year, the International Budget Project conducted a survey to find out what 80 Governments were spending on issues relating to international goals, some relating to maternal mortality. Ten African countries with the highest maternal mortality rates did not bother to respond, while many others asserted that there was no central information on issues such as spending on life-saving drugs. To work out what needs to be done, as the IBP pointed out, we need to know what is already being done, which is far from clear."

- Lord Black of Brentwood, U.K. House of Lords, 12 January 2011

Countries by Category of Response



Good Practices Even in Contexts of Low Capacity and Scarcity

- Namibia provided answers to all six questions, albeit with incomplete answers for some.
- Guatemala provided substantive answers on the amount of money spent, the drugs purchased, and the number of midwives trained during the last two years.
- Malawi and Ecuador responded substantively to questions pertaining to past aid disbursements, and Ecuador also responded comprehensively with information on future aid commitments.
- While the process for obtaining information was convoluted, India ultimately provided a good answer to the question about fossil fuel subsidies – one of the most complicated questions to answer from a budget perspective.

Recommendations to Ensure Transparency and Follow-through on International Commitments

- Governments should proactively publish timely, accessible, and useful budget information in formats that reflect the international commitments they make.
- International institutions overseeing and monitoring development commitments need to include budget information in their reporting requirements, which is not currently the case with the MDGs.
- People must take the initiative to *Ask Their Governments!* what they are spending on development, and how those investments are being applied in practice.

Step Four: Using the results to advocate for greater budget transparency

The IBP and its national and international partners sought to use the results of the research to inject the issue of budget transparency into a variety of dialogues that are taking place about pressing global challenges. After the 80-country test of citizen access to public budget information was completed, the IBP participated in a series of high-level meetings on the MDGs before, during, and after the September 2010 summit, sharing the findings of the initiative and pushing for stronger commitments on accountability and budget transparency. This was the first opportunity to use the findings from the research to influence global debates on shared challenges; the findings from the aid and environment questions will be used to inject the need for greater budget transparency into future international discussions on these issues, as well.

The Communications team worked with the PI and OBI Programs to develop and launch the *Ask Your Government!* pages on the IBP website and produce related advocacy materials, including an electronic and print postcard to the U.N. Secretary General that called for greater budget transparency related to the MDGs. The initiative gathered over 700 signed postcards, which were sent to the U.N. prior to the MDG Summit.

Communications also drafted a letter to the U.N. Secretary General with a similar call that was circulated to international and national organizations for signatures. The letter to the U.N. Secretary General garnered signatures from 86 INGOs and national CSOs, including Oxfam, Greenpeace, ONE Campaign, Women Deliver, Transparency International, Global Call to Action Against Poverty, and Water Aid. In response, the U.N. Secretary General's office has invited the IBP to engage with the Development Cooperation Forum of the U.N. Economic and Social Council in its work to develop "more inclusive frameworks for accountable and transparent development cooperation." Additional follow-up on the MDG-related advocacy includes the IBP's ongoing work to support international initiatives to reduce maternal mortality, particularly by helping to raise the importance of budget transparency to monitor government commitments.

In addition to these efforts to influence international processes and to encourage discussion at the national and community levels, the Communications and Training teams worked together to produce and broadcast a series of radio programs that documented the experiences of five partners in Africa (Kenya, Malawi, South Africa, Uganda, and Zambia) in requesting MDG-related budget information from their government.



The *Ask Your Government!* initiative sparked interest among a broad group of international sector organizations in incorporating budget work into their monitoring of government commitments at the international level, such as maternal health spending and the expenditure on MDGs. This is the first time that such a significant group of organizations have connected their core work to issues of budget transparency and accountability. This expanded interest in budget monitoring ignited by the initiative could lead to the development of new models for monitoring future international commitments, such as those for financing climate change adaptation and mitigation.

"IBP is now a player in maternal health, where budget delivery is now a common question because of their leadership and work. The IBP was present at a recent Geneva meeting on maternal health and (it was clear that) their (Ask Your Government) campaign has had quite an impact on the field."

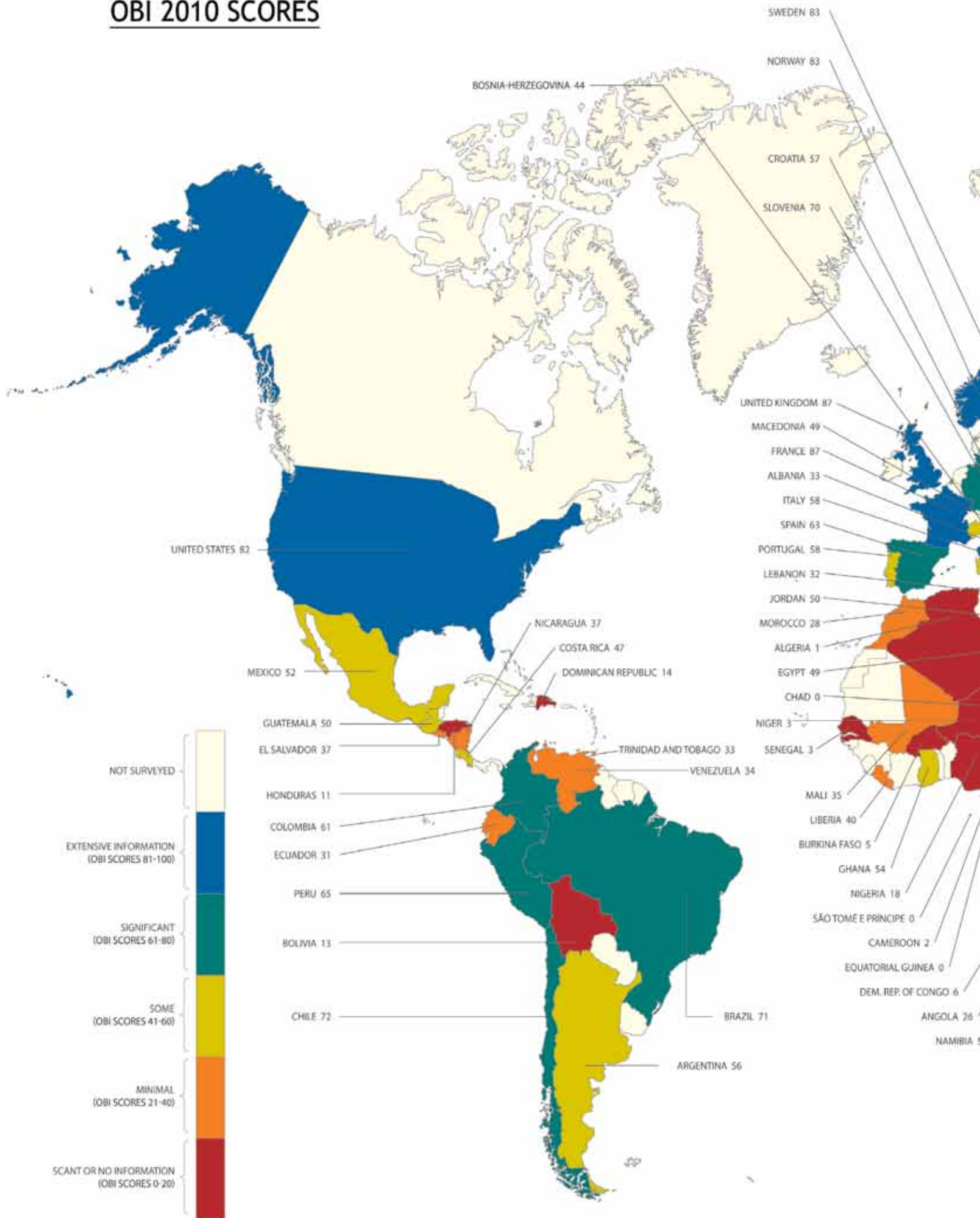
- Partnership Initiative Reference Group member, Partnership Initiative Midterm Review

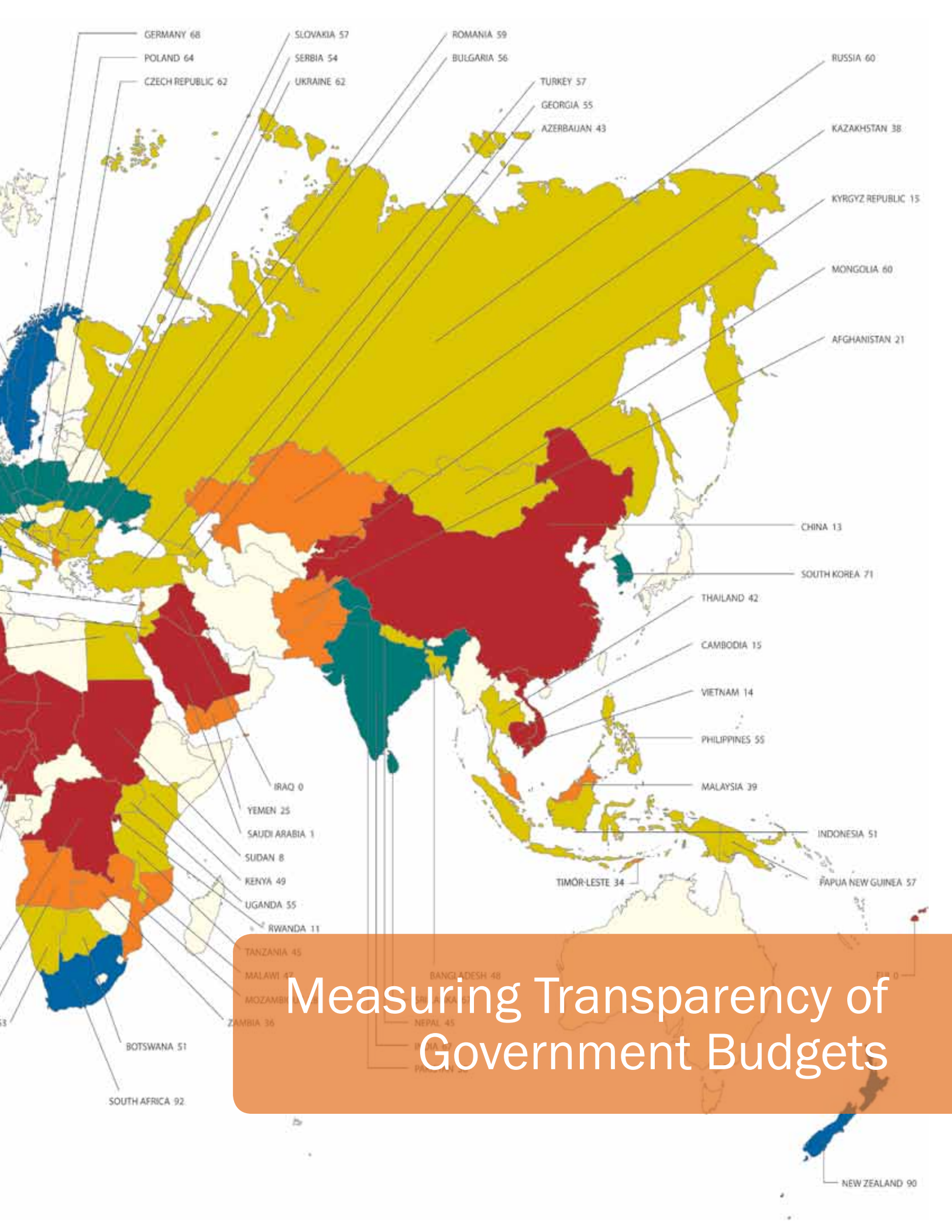
A significant outcome for the IBP is that the *Ask Your Government!* initiative demonstrated not only support for international norms on budget transparency and participation but also the willingness of organizations across sectors and national boundaries to actively engage with one another in advocacy to promote these issues. The IBP can use this experience to build on the nascent cross-sector budget network to further progress toward international norms.

Next Steps from Maternal Health Advocates

- The IBP made a pledge to the U.N. Secretary General's Global Strategy for Women's and Children's Health to help strengthen the accountability mechanisms of the strategy. The IBP's work will include developing tools and suggesting documentation of good practices that will enable tighter monitoring of actual government spending against commitments to the Global Health Strategy.
- The IBP, maternal health organizations involved in the *Ask Your Government!* initiative, and the Maternal Health Task Force are exploring diverse approaches to monitor budget commitments of specific high-burden countries in the Global Health Strategy through a series of pilot studies conducted jointly with country-based organizations.
- Advocates working on the MDG targets for maternal health have begun to incorporate into their advocacy stronger demands for budget commitments and budget transparency.

OBI 2010 SCORES





BUDGET 2010-2011



Measuring Transparency of Government Budgets

Program Overview

Lack of access to budget information is the first and enduring obstacle to effective civil society engagement in budget processes. With open budgets, the public can be the judge of whether or not the government is a good steward of public funds and, because they reduce opportunities for wasteful or corrupt spending, transparent and participatory budgets can increase the resources available to fight poverty. In 2006 the IBP launched the Open Budget Initiative (OBI), a global research and advocacy program, in order to promote transparent and participatory public finance systems.

The main pillar of the OBI is the biennially produced Open Budget Survey (OBS), the only independent, comparative, and regular measure of budget transparency and accountability around the world. The OBS uses internationally recognized criteria to calculate the Open Budget Index (Index), which gives each country studied a score based on the information it makes available to the public throughout the budget process.

The Index has become the internationally accepted measure of how transparent government budgets are, and it is increasingly being used by international financial institutions, bilateral donor agencies, CSOs, and governments. As the reputation and use of the Index has grown, so has the pressure it puts on governments to be more transparent and accountable.

Other OBI activities include:

- conducting assessments of budget transparency and participation at national and subnational levels of government;
- informing the field by developing guides on budget transparency and publishing research studies on the causes and consequences of budget transparency; and
- building transparency coalitions and supporting the adoption of international norms and standards for transparent and participatory public budgeting.

“For the OBS 2010, 300 researchers invested 25,000 person hours over an 18 month period to develop 11,500 observations on budget transparency and oversight in 94 countries. Through data collected in its 2006, 2008, and 2010 surveys, the IBP has created the world’s largest databank on budget transparency.”

- Vivek Ramkumar, OBI Manager, speaking at launch of OBS 2010

Headlines from Open Budget Survey 2010

Key findings:

- There continue to be major gaps in budget transparency worldwide.
- There have been significant improvements in previously low-scoring countries.
- Lack of transparency is compounded by weak oversight institutions.

Short-term recommendations:

- Governments can improve budget transparency immediately by releasing information already produced.
- Legislatures and supreme audit institutions should expand use of current resources and powers.

Medium-term recommendations:

- Establish global norms on budget transparency and participation.
- Donors promote budget transparency and public engagements.

Highlights from 2010

The OBI combines research and advocacy to promote open and responsive public budgeting, as follows:

- **Measuring budget transparency across the world.** On 19 October 2010 two years of research culminated in the OBI release of the results of the third round of the Open Budget Survey. The OBS 2010 research was conducted by independent civil society partners in 94 countries, and the IBP presented its findings at high profile dissemination events in the U.S. and Europe. OBI partners took the lead in disseminating the OBS 2010 at nine regional launches in Latin America, Africa, and Asia and in the majority of the 94 countries included in the 2010 Survey. The combined global release of the Open Budget Survey 2010 resulted in widespread media coverage, both internationally and in the local media in each of the relevant countries.
- **Piloting subnational assessments.** The OBI complemented the Open Budget Survey assessments of national-level budget systems by initiating an effort to develop ways to measure and improve government budget transparency at the state and local level. Budget transparency at the subnational level remains a major challenge. Unfortunately, unlike the situation for national budgets, there are no indicative international



guidelines for subnational public finance management. In 2010 the OBI gave a total of 12 grants to its partners in select countries to explore ways to adapt the OBS to assess the transparency of government budgets at the subnational level. Pilots were conducted in partnership with five Latin American groups, three groups each in Africa and Asia, and one in Eastern Europe. The results of these pilots will assist the development of diagnostic toolkits that can be used for future subnational assessments of budget transparency in these and other countries.

- **Building coalitions and promoting global norms.**

A core aim of the OBI is to connect its research on budgets to effective advocacy that will result in governments providing more budget information to their citizens and opportunities for the public to participate throughout the budget process. In 2010 the OBI supported advocacy at the country level based on the OBS process and findings and began work on establishing international norms for

good practices on public finance management that would guide and bolster civil society advocacy within countries. Small advocacy grants were given to 26 OBI partners to strengthen the capacities of national civil society networks to understand and engage their governments around budget transparency issues. Much of the advocacy work supported centered on pressing governments to produce Citizens Budgets – widely accessible, nontechnical budget presentations – particularly important as the OBS 2008 reported that only 17 countries published these documents. The second key advocacy call coming out of the OBS 2010 was for governments to publish the budget information they already produce for their internal use or their donors.

- **Informing the field.** The OBI uses evidence from its research and advocacy activities to establish standards for transparent and responsive public budgeting, inform debates, and increase the capacity and knowledge of civil society advocates, government officials, and actors within donor



agencies, international financial institutions, and academia. This year the OBI produced two technical guides on practical steps for implementing the standards for transparent public finance management practices established in the OBS and measured by the Open Budget Index — one for government and the other, civil society audiences. The guide for governments was produced largely because of the increasing response of governments to the OBS. The OBI has also commissioned research exploring the relationship between budget transparency and a number of factors, including access to financial markets, human development and human rights fulfillment, natural resource wealth, and aid.

Additionally, the OBI is working closely with colleagues at the Ash Institute at Harvard University to better understand what drives budget transparency practices and examine outcomes related to more open systems through in-depth case studies in 10 countries. Each case study will involve a mix of local and international researchers to

identify the factors that led to improvement, or lack thereof, in budget transparency. This research will help us to understand the trends identified in the three rounds of the OBS.

Results and Outcomes

The Open Budget Index has gained broad acceptance as “the” measure of budget transparency because of the independence and rigor of the research, its comparability across countries and over time, and its application in a variety of country contexts. The IBP knows that various internal and external factors, and the interaction between these factors, influence government decisions to make their budgets more transparent, participatory, and accountable. With this in mind, the OBI’s research and advocacy approach is to support a variety of stakeholders — domestic and international civil society organizations, allies within governments, international donors and financial institutions, and the media — to pressure governments to act.

The OBI contributes to all of the IBP's six short-term goals in its work: increasing the skills of CSOs, providing evidence in support of open budgets, informing and engaging donors, and reaching out to the media — all in order to develop the field of budget advocacy and pressure governments to open their budget processes.

- **The Open Budget Survey 2010 elicits government response.** Governments, the principal targets of the OBI, have responded to the program in a number of ways, ranging from commenting on the OBS process to making public statements about the findings — including expressing a keen interest in improving future Index scores — to taking concrete steps toward greater transparency. The most significant response is that there has been improvement in the

average performance of the 40 countries that have been measured over three consecutive surveys since 2006 and for which there is comparable data. Some of the most dramatic improvements have come from previously low-scoring countries, such as Mongolia, Liberia, Egypt, and Uganda, which still fall short of best practices but have greatly improved over time. It's possible to connect these improvements to the OBS because some of the biggest increases have come from countries releasing budget information that they were already producing — a core OBI demand. In addition, at least 23 of the 94 countries in the OBS 2010 have begun to produce, or have committed to producing, a Citizens Budget, again a core OBI demand.

Governments Respond to the Open Budget Survey 2010

Afghanistan: After the 2008 Survey the government began publishing its Mid-Year Review and Audit Report, and in October the Ministry of Finance featured the OBS 2010 results on its website, with a commitment to further improve the country's scores. In January 2011 the government published the Executive's Budget Proposal for the first time and committed to publishing a Citizens Budget in the near future.

Brazil: Published its first Citizens Budget in October 2010. The government attributed the publication of this report to discussions it held with the IBP in 2009 on how it could improve its transparency.

Bulgaria: The 2011 Executive's Budget Proposal refers to the Open Budget Index in the context of government commitment to improve transparency.

Democratic Republic of Congo: The government's "Strategic Plan for the Public Finance Reform," published in September 2010 explicitly calls for public participation by civil society actors. The IBP's local partner (Réseau des Organisations Partenaires de l'IFES) was instrumental in the addition of these clauses on public engagement. Further, in 2010, responding to calls from civil society, the government released two of the eight documents

covered by the Open Budget Survey that it had not released previously.

Egypt: In addition to publishing some of the budget information the government was producing for its internal purposes and for donors, in December 2010 Egypt became the first government in the Middle East and North Africa region to produce a Citizens Budget.

Ghana: OBI partner (the Integrated Social Development Centre) was invited to present Survey findings to the parliamentary committee tasked to develop next step actions for the government open its budget process.

Iraq: At the OBS Middle East/North Africa release in Lebanon, the Iraqi Ministry of Finance committed to establishing a "Special Committee" on budget transparency to work with the IBP and its local partner (Iraq Institute for Economic Reform) on improving.

Kazakhstan: Ministry of Finance published a statement on the Open Budget Index and has committed to producing a Citizens Budget.

Lebanon: Ministry of Finance consulted with the OBS partner (the Lebanese Transparency Association) to develop a template that the government could use to produce a Citizens Budget.

Liberia: Government began to publish significantly more information after the OBS 2008, including the Executive's Budget Proposal, In-Year Reports, the Mid-Year Review, and the Audit Report.

Mexico: OBI partner (Fundar) assisted government to release its first Citizens Budget, and the Executive's Budget Proposal for 2011 mentions the Open Budget Index in the context of government commitment to improve transparency.

Mongolia: Government began publishing the Executive's Budget Proposal after the OBS 2006, reintroduced public Year-End Reports in 2008, and substantially increased the comprehensiveness of its public Executive's Budget Proposal.

Namibia: Guidelines for a Citizens Budget have been released.

Nigeria: Law being drafted on public engagement in the budget process that will include recommendations from OBS.

South Africa: Minister of Finance spoke about OBI in parliament.

Uganda: Government began to publish all eight key budget documents — one of only six countries in the world to do so.

When offered the opportunity to respond to the draft 2010 Survey reports for their country, a total of 45 governments offered comments, up from the 5 that did so for the OBS 2008, demonstrating a growing recognition of the attention the OBS receives from internal and external actors, as well as an interest in their country's performance. Finally there have been a growing number of requests from governments for technical assistance and support on how they might improve their country's OBS scores, including governments from Rwanda, Guatemala, and Mali.

- **The OBI has enhanced its civil society partners' skills and strengthened civil society budget networks.** The OBI has honed the ability of its partners to do research and analysis, public education and advocacy, and media relations. In the past year, this has largely been done as part of the Open Budget Survey process through advocacy training and planning workshops, individual guidance from the OBI team, and opportunities for OBS partners to collaborate with and support one another. (Learn more about the support OBS partners received on page 55). The skills base of the 94 OBI partners remains highly differentiated, but grassroots organizations have learned to conduct rigorous research projects; and accomplished research institutions have, in turn, learned about grassroots mobilization and advocacy.

In the OBS 2010, partners were provided the chance to draw on their collective strengths to design and implement regional and country launches and follow up on the opportunities that these events have generated. The OBS 2010 process itself has given rise to a strengthened network of civil society budget groups. The band of OBI partner organizations are increasingly seeing their work as part of a much broader effort of civil society groups all over the world working to realize greater levels of budget transparency in governments as the necessary first step for increased government responsiveness and accountability.

- **Increased donor interest in and support for budget transparency and citizen participation.** Bilateral and multilateral donors are increasingly using the findings of the Open Budget Survey, particularly the Open Budget Index, to inform their work in supporting developing countries. U.S. embassies are using the OBS report extensively, and the European Commission, the Dutch and Swedish governments, and UKAid use the Index to better understand the strengths and weaknesses of their aid-recipient countries and to think about how to support greater transparency with their assistance.

International donor organizations, such as the Inter-American Development Bank, have started to use the OBS as a benchmark for country performance.



For instance, the Bank's strategy report for El Salvador for 2010-14 specifies that it is looking to improve the country's score on the Open Budget Index from 37 in 2008 to 45 in 2014. Others like the Westminster Foundation for Democracy are looking to do something similar.

Also in 2010, the International Monetary Fund released in its draft guidelines information for governments on the importance of and how to produce Citizens Budgets. This guidance drew heavily from the work that the OBI has produced and represents a significant shift from the IMF to recognizing citizen engagement as a core driver of good public finance management, not merely an incidental practice. The larger significance is that this step by the IMF brings us closer to establishing Citizens Budgets and public participation as a norm for public budgeting.

OBI partners have also begun to attract sustained interest from the donor community. Partners in Nigeria, Turkey, and Yemen have received additional support from bilateral and multilateral funding institutions as a consequence of their OBS work. The additional support to these civil society budget groups is a result of both donor-solicited IBP recommendations and efforts within the country to link budget transparency with other high-priority issues for donors.

- **Increased media interest in budget transparency and accountability.** The OBI and its partners invested a substantial effort into reaching out to the media as part of the release of the OBS 2010 findings. As a result of partners' efforts within their own country, their collaborations on joint releases at the regional level, and the OBI's work to bring in other INGOs and donors to conduct releases

at the international level, to date the OBS 2010 has generated over 400 media hits in national publications; high profile media outlets that include *The Financial Times*, *The Guardian*, *The Wall Street Journal*, and *The Economist*; and national and international blogs. Increasing coverage on the Internet is important as electronic media are increasingly surpassing traditional media in terms of audience size and ability to offer highly targeted, interactive fora for information and engagement.

The IBP Works to Inform U.S. Government Initiatives

The IBP's work on the Open Budget Survey has opened opportunities to support a number of important U.S. initiatives to increase budget transparency at home and overseas.

- The U.S. government has consulted the IBP on its plans to launch an international initiative that would promote fiscal transparency of governments all over the world.
- The U.S. State Department uses the Open Budget Index in its waiver program as one core indicator for assessing whether U.S. foreign aid recipients have budgets that are transparent in compliance with the U.S. Foreign Operations Act.
- The IBP is supporting the U.S. government's drive to promote "open governments" more broadly, following President Obama's address to the General Assembly of the United Nations last October.



What they are saying about the OBS

“Democracy works best when citizens have accurate information about public finances and spending. Openness in budgeting not only guards against waste, fraud and abuse but enables citizens to hold their governments accountable and builds confidence in political processes. In the case of foreign assistance, such transparency is important not only for the citizens of donor countries, who want to ensure that their tax dollars are invested wisely, but also for the intended beneficiaries, who can monitor and assess whether the funds are reaching those who need it and achieving their intended purposes. The Open Budget Survey is therefore an excellent reference and useful resource for understanding the comparative openness of budget systems around the world.”

-Chairman Howard Berman, Committee on Foreign Affairs, U.S. House of Representatives

“The Open Budget Survey is an important tool to empower activists to identify specific shortcomings in budget transparency and accountability systems in their countries. It creates grounds for demanding that their governments institute reforms, to facilitate citizens’ participation and informed oversight in decision making, vital to a healthy democracy.”

-Aruna Roy, Founder and head of Mazdoor Kisan Shakti Sangathan

“Open Budget[s] really reduces cost for the citizen and also improves the accountability of the government. OBI [Open Budget Index] is a very useful tool for ensuring good governance as well as it reduces corruption and enhances people’s participation.”

- Dr. Atiur Rahman, Governor, Bangladesh Central Bank

“The Open Budget Survey 2010 by the International Budget Initiative comes at an important time. As an organization that was formed by a powerful idea of Quakerism, ‘bearing witness’ to injustice, Greenpeace supports transparency as key value in promoting vibrant democracies and healthy societies. Encouraging our governments to be transparent about budget making processes is not a nice thing to do, but a critical thing to do — if we are serious about meaningful democracy and if we are seriously committed to eradicating dehumanising poverty from the face of our planet.”

-Kumi Naidoo, International Executive Director, Greenpeace International

“Strengthening public financial management is a central thrust of the African Development Bank’s support to governance in Africa. . . . The Open Budget Index by the International Budget Partnership has become an important source of information on people’s perceptions on budget transparency and therefore a useful guide to policy-makers in their reform efforts. Strengthening voice, transparency and accountability in the budget process is central to anchoring good governance and ensuring that public resources are used effectively for the common good. Budget transparency is critical to build capable and accountable states that are able to deliver services efficiently. These issues are even more important today in a global environment marked by recurrent crises which require governments to be able to mobilize domestic resources to finance development.”

-Carlos Santiso, Sector Manager, Governance Division, African Development Bank

CONSTRUCTION & REHABILITATION UNUNIO PRIMARY BEFORE AND AFTER -MMEM-

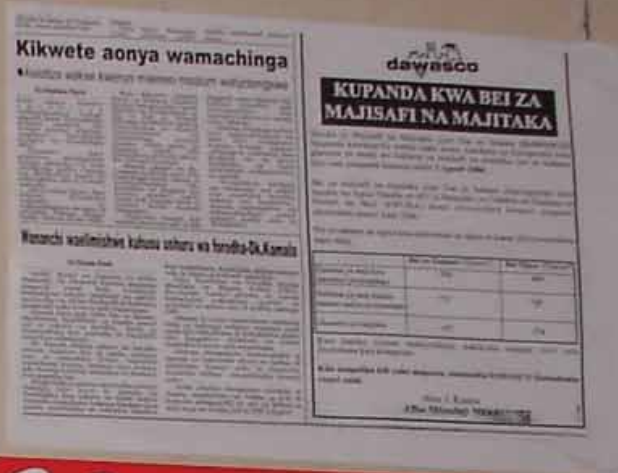


BEFORE



DS-02/2/011

AFTER



Forging Partnerships for Citizen Engagements in Public Budgets





Forging Partnerships for Citizen Engagements in Public Budgets

Program Overview

Public access to budget information and opportunities to engage in the budget process is a necessary but insufficient condition for greater accountability. The existence of a cadre of sustainable and independent organizations that have the skills to produce and disseminate timely and accessible analyses of the budget that enable civil society to effectively utilize the opportunities for public engagement is as important.

Supporting the growth and development of such organizations has always been core to the IBP's mission. In 2008, the IBP started an ambitious new program with initial support from the Bill and Melinda Gates Foundation to enhance the impact of the budget work of 42 existing and potential budget organizations on governance and service delivery in 18 countries. Through its Partnership Initiative (PI), the IBP has moved into the next generation of its work. By narrowing and intensifying the focus of its support to a smaller number of partner organizations in fewer select countries, the PI seeks to deepen the impact of

its partners' work to make government budgets more responsive to the needs of the poor.

The PI takes a significantly different approach to strengthening the work of its partners — one that does not just seek to provide isolated assistance to help CSOs do more of what they are already doing. Instead the PI provides multi-year financial assistance to one or more organizations in each country, together with sustained technical assistance and opportunities for networking and learning. The most unique feature of the technical assistance is that it focuses on budgeting skills but within the context of a strategic framework, impact plan, and organizational development, seeking to move beyond the logic of short-term projects and activities. In addition to formal workshops, PI partners are provided with a skilled mentor to deliver ongoing assistance and guidance. By helping create sustainable, skilled, and self-learning organizations, the PI seeks to deepen the partners' impact on government budgets. Documenting and learning about when and how this is accomplished forms a key element of the PI and allows it to be self-learning, as well, and to help others replicate good practices.

Central to the PI is its network of 42 partners in 18 countries. These organizations were selected through extensive assessments of their capacities to engage in budget processes and advocate for change and the environment for potential impact in their country. In this way, the PI has nurtured a diverse network that includes organizations ranging from think tanks to grassroots advocacy organizations with varying degrees of prior experience with budget work. PI partner organizations work on different parts of the budget process, on different levels of government, across different sectors, and in very different political contexts.

Through the combined work of the PI and the Open Budget Initiative, the IBP is helping to develop CSOs that have the skills, financial resources, and information necessary to affect policy debates around government transparency, accountability, and service delivery. The advocacy of these civil society budget organizations will be amplified because they are part of larger, multi-stakeholder networks and armed with high-quality policy research and analysis, as well as timely, accurate, comparative information about government budget transparency.

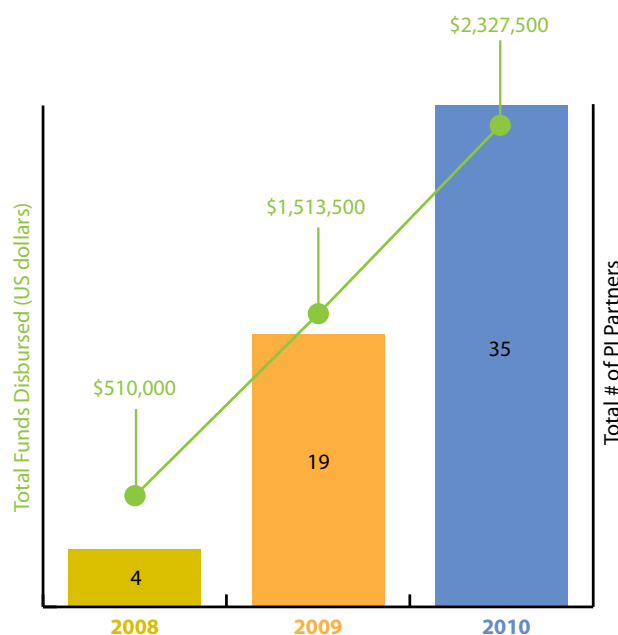
Highlights in 2010

The PI's package of support to partners is built upon three pillars: financial support, technical assistance, and learning and research.

- **All partners are provided with financial grants for project or institutional support.** The PI provides grants that range from US\$25,000 to US\$200,000, and most grants cover a three- to four-year period. In the past year, the PI distributed a total of US\$2.328 million to 35 organizations and will provide grants for the remaining seven partners in 2011. These disbursements brought the total amount of grants provided over the three years of the PI to US\$4.351 million.

PI grants support civil society groups to engage in budget analysis and advocacy in order to make budget processes more transparent and accountable and to improve specific budget policies. PI funds support both “general budget organizations” — groups that produce budget information for multiple sectors or the economy as a whole — and

those that specialize in particular sectors. Just over a third of PI partners are engaged in health budget work, including new partners in India, Mali, Mexico, Zambia, Uganda, Tanzania, Ecuador, and El Salvador. These groups focus on issues related



to HIV treatment, drug procurement, maternal health, and access to health services for poor and rural communities, and they experiment with a variety of civil society approaches to engaging in health budgets, including social audits and public expenditure tracking surveys.

- **The PI partners are provided with sustained technical assistance.** The PI provides technical assistance and guidance to its partners through a unique combination of one-on-one mentoring, challenge-specific technical assistance, formal training workshops, and organizational exchanges. The PI provides each partner ongoing support from an IBP-based program officer, as well as an experienced practitioner who serves as a mentor. Mentors and program officers provide sustained technical support through field visits and phone and email communication.

Over the past year the focus of most technical assistance has been to strengthen partner

organizations' impact plans. With the assistance from mentors, more than half of PI partners revised and refined their budget work and advocacy strategies. These revised plans were also used by mentors to identify further pivotal technical support.

The PI also provides specialist training courses and exchange visits (see descriptions of courses on page 48). In addition to five formal five- to ten-day workshops, over the past year the PI facilitated three exchange visits so that partners could share their experiences, see and discuss techniques for undertaking specific types of budget work being applied, and build ongoing relationships with groups doing similar work:

- February 2010: Exchange for six PI partners that work on Economic, Social, and Cultural Rights was hosted by CIIDH in Guatemala.
- March 2010: Exchange for six partners on monitoring government procurement processes was hosted by Procurement Watch, G-Watch, and the CCAGG in the Philippines.
- August 2010: Exchange for PI's India partners to learn about social audits was held in Andhra Pradesh in India.

- November 2010: Exchange visit for five partners to learn about strategic engagements with decision makers was hosted by Fundar in Mexico.

• **CSO impact on budgets documented and analyzed.**

In addition to providing important research support to joint international advocacy campaigns that emerge from the PI network, the PI learning program seeks to document the impact of CSO budget work through:

- reviews of existing literature on CSO impact;
- records of PI partners' own learning at exchange events;
- short briefs on successful campaigns; and
- long-term, real time case studies of four partner campaigns.

The data and analysis from the learning program's research is reviewed at annual meetings of the PI network, as well as within smaller project working groups. The collective findings are synthesized and packaged in various forms for PI partners and a variety of external audiences.



PI-commissioned Research in 2010

IBP Budget Briefs

- IBP Budget Brief No. 10: What is Wrong with the Constituency Development Funds? by Albert van Zyl

Partnership Initiative Case Study Series

- “Quality of Education Reforms: The Case of HakiElimu’s Campaign of 2005-2007” by Debbie Budlender and Ayub Rioba
- “South Africa: Civil Society Uses Budget Analysis and Advocacy to Improve the Lives of Poor Children” by Neil Overy
- “Earthquake Reconstruction in Pakistan: The Case of the Omar Asghar Khan Development Foundation’s Campaign” by Pervez Tahir

Partnership Long-term Case Studies (ongoing)

- The Public Sector Accountability Monitor’s health campaign in South Africa by John Kruger (Oxford Policy Management) and Alta Folscher (Mokoro)
- The BNDES Platform in Brazil by Peter Spink (Centre for Studies in Public Management and Government Fundação Getulio Vargas in São Paulo)
- Fundar’s Health Campaign by Almudena Ocejo (Centro de Investigaciones y Estudios Superiores en Antropología Social in Mexico) and Jonathan Fox (University of Santa Cruz)
- Case Study of HakiElimu’s Education Advocacy by Maureen Roell (Emjee consulting) and Rosemary Magee (Institute for Development Studies)

The PI also provides research and coordination to support campaigns and joint working groups that emerge from the network. These include campaigns and working groups on Constituency Development Funds; international norms for budget transparency and participation; economic, social and cultural rights; health equity; and subnational transparency.

Results and Outcomes

Through the comprehensive support that the PI provides, it has strengthened the capacities for budget analysis and advocacy of a core of budget groups. These groups have also been knitted together into a “PI network” that can, in turn, reach out to even more groups doing complementary and related work, as well as pursue a common advocacy agenda.

While increasing knowledge and skills and establishing peer networks require sustained, long-term support, PI partners have already started to impact government budgets on critical issues. In this way the PI has started to make a direct contribution to improved governance

and service delivery within the countries in which its partners work.

Key results from the PI’s past year include:

- **PI partners are changing government budgets.** In a number of countries, the coalition-building, budget analysis work, and advocacy of PI partners has resulted in stronger budget policies, reduced budget leakages through mismanagement and misuse, and steps toward greater transparency.
- **Joint advocacy is growing.** In addition to their country-level work, PI partners have formed working groups to jointly understand and advocate around three common issues.

Theme 1: Constituency development funds - Many PI partners campaign against these funds that blur the separation of powers and provide unaccounted for funding to members of parliament. Eight PI partners have commissioned background research, met to review their country strategies, and planned in-depth country research on CDFs. They are using this joint research to convince donors, members of

Impact of PI Partner Work in 2010

- In South Africa the PSAM/CSA and its partners successfully advocated for a ZAR1 billion increase in funds to fight HIV/AIDS in the provinces. This increase made a huge contribution to reducing the shortfall in funds for treatment for people suffering the devastating effects of HIV/AIDS in the Eastern Cape Province.
- In Tanzania SIKIKA advocated for the reduction of such unnecessary government expenses as travel allowances, vehicle purchases, trainings, fuel purchases, and hospitality using detailed analyses of the impact of reducing these items and engaging with donors, government, and CSO networks. SIKIKA's budget analyses led to the Ministry of Health reducing its unnecessary expenditures by 19 percent, thus making more resources available for critical health services.
- In Brazil INESC mobilized opposition to a highly regressive tax reform bill that would have eliminated the social security fund from which many social policies are funded. INESC's work led to six amendments to the bill that would protect the fund and the public services it supports.
- In India the National Campaign for Dalit Human Rights (NCDHR) generated evidence of how Rs 6789.1 million of funds earmarked for Dalit and other marginalized groups were being diverted to other uses, seriously threatening the services these communities rely upon for their day-to-day needs. After the NCDHR's sustained campaigning, the government committed to returning the diverted funds.
- In Tanzania the Policy Forum successfully campaigned for the production of a Citizens Budget that will present key budget information to citizens in accessible language and in a timely manner. After producing a template for such a document, the Policy Forum worked with donors and government to secure a government commitment to produce its first Citizens Budget in 2011, thus dramatically increasing the ability for average citizens to understand what the government plans to do with their money and to participate in those decisions.

parliament, and others of the risks inherent in these funds or of the need to improve the accountability of these funds where they already exist.

Theme 2: Economic, social, and cultural rights

- PI partners are conducting research and have planned joint international advocacy to embed the consideration of rights more deeply into country budget processes. A core group of partners met in Guatemala to define a joint plan and now coordinates the PI-based working group. In addition, a significant number of partners have already used strategic litigation to influence their country's budgets. The purpose of the working group is to insert the link between budgets, rights, and the role of the judiciary into the international budget agenda.

Theme 3: Transparency, participation, and accountability

- PI partners identified the interaction

between budget transparency, participation, and accountability as a continuous challenge. They are working in tandem with other IBP initiatives to support the adoption of global norms on budget transparency. Such norms could provide support for CSOs' domestic advocacy to increase access to budget information at country level. They could also help to clarify and strengthen donor engagement to improve budget transparency in aid recipient countries. This work will gather significant momentum during 2011.

- **PI partners better able to clearly define their goals and plans to achieve them.** As a result of the PI's sustained focus on impact planning, PI partners have clarified and sharpened their strategies for realizing clear, realistic, and meaningful objectives for their budget work.

PI Partners Reflect on Strategic Planning Assistance

“During the workshop, as we worked on the impact plan, the next steps to be taken for advocacy on issues of medicines procurement and distribution in the state of Maharashtra became very lucid. The deliberations have helped us to concretely plan the advocacy on this issue and gave us an idea about the possible avenues through which we can influence policy makers, and accordingly we have given inputs in the NRHM Programme Implementation plan for 2011-2012 for the state of Maharashtra.”

“[Impact planning] allows for a more critical analysis of the project in terms of establishing a synergy between long-term goal, concrete results and the activities. It ensures judicious use of resources since only relevant activities that would contribute to concrete results are implemented.”

“[Impact planning] helped to strengthen the focus of our organization considerably. It steered [us] in the direction of adopting a set of rigorous and realistic outcome indicators.”







Building Collaborations with
Governments



Building Collaborations with Governments

Program Overview

Over the first three rounds of the IBP's Open Budget Survey there have been an increasing number of governments, and champions within governments, expressing a willingness to make their budget processes more transparent and accountable. While the notable improvements by countries like Mongolia, Liberia, and Uganda show that it is possible to open budget systems fairly quickly, governments seeking to inform and engage the public more effectively in budgeting face a gap in the technical assistance available to help them do so.

While governments can turn to international financial institutions and donors for help in producing budget data for their own internal use, this support generally does not extend to helping governments to translate that highly technical information into accessible forms that enable citizens to be adequately informed and meaningfully participate in budget processes.

In order to help fill this gap, the IBP launched the Mentoring Governments (MG) program in early 2010.

The MG program is a modest effort to test approaches to helping governments open their budget systems with an eye to potentially scaling the program up. Specifically, the two-year pilot program aims to:

- help governments identify and understand the specific information needs of civil society organizations and the public, particularly the poor;
- assist governments in their efforts to build systems for translating the budget information they produce into formats that the public can use to effectively monitor and participate in the budget process; and
- mentor government efforts to improve their relationships with nongovernment actors — including building trust in the budget process and institutions — as a way to encourage greater levels of citizen participation in budget processes.

The MG program supports selected governments with experts, tools, and training and learning processes that have been developed in countries that are at the leading edge of this work. The MG program's



work within countries complements local civil society organizations' actions designed to encourage greater openness and transparency on budget issues.

Highlights in 2010

To launch the program, the MG team concentrated its energies in three streams of work, as follows:

- **Establishing working relationships.** The first year of the MG program aligned and integrated its work with other IBP programs, particularly the Partnership Initiative and the Open Budget Initiative. In addition, partner governments were selected and the terms

of collaboration were negotiated and finalized. After extensive coordination, the IBP established collaborative programs with governments in four pilot countries: the Dominican Republic, Ghana, Guatemala, and Mali.

- **Facilitating government/civil society collaboration.** The program supported governments in engaging with civil society organizations (CSOs) that were doing budget work to make information on public budgets useful and widely available. In Guatemala and Mali, the MG program assisted governments in working closely with CSOs to produce Citizens Budgets, which are set to be released in early 2011.

Criteria for the Selection of Pilot Countries

Countries must have:

- a positive attitude on the part of the governments toward becoming more open and accountable, as gauged by formal declarations and the existence of policies that include transparency criteria like reporting requirements;
- political opportunities for mentoring initiatives that would enhance budget transparency, including the opportunity to work with reformist and transparency champions in government;
- the presence of IBP partners within the country, as well as other civil society organizations, that support working directly with the government on transparency reforms; and
- strong interest on the part of the government in working with the IBP and the willingness of key agencies to accept the proposals of the MG program.



Putting Together a Citizens Budget

1. The IBP's civil society partners, Ministry of Finance personnel, and Mentoring Governments program staff agree on the objectives, guidelines, contents, target audience, and presentation and distribution formats of the Citizens Budget.
2. The core team then presents and discusses the contents of the Citizens Budget with members of other budget-oriented CSOs, budget experts, the media, and donors.
3. A first draft of the Citizens Budget is elaborated.
4. The IBP's civil society partners and Ministry of Finance personnel review and approve the final version of the Citizens Budget.
5. The Citizens Budget is launched at a public event attended by the media, donors, local CSOs, and the general public.
6. The Citizens Budget is published on an official government website and hard copies are distributed to the public so that they can learn how the government is spending public resources throughout the fiscal year.
7. Follow-up activities are carried out to cultivate a demand for the Citizens Budget among citizens, institutions, and CSOs and to ensure that government agencies will maintain contact with budget CSOs and produce documents accordingly.

- **Producing support materials.** The MG program has also produced documents and materials for training public servants and legislators on budget transparency and participation issues. These training programs are tailor fit to the specific requirements of the partner governments. In Guatemala the government wants to make its system and processes more open and responsive, in part to improve the country's performance on the

Open Budget Index and other international indices of budget transparency and access to information. As part of its work in Guatemala and other countries, the MG program has begun working with government mentors and practitioners in countries that do well on budget transparency to design a basic course that covers access to information, budget transparency, and strategies for promoting public participation in the budget process.

Work with Partner Governments in 2010

Dominican Republic	<p>Support the Ministry of the Treasury to:</p> <ul style="list-style-type: none"> • identify areas for improvement in providing budget information; • develop the first Citizens Budget; and • provide training to the ministry's civil servants on the OBS methodology, Open Budget Index 2010 results, ways to improve Index scores for 2012, and budget transparency and access to information issues.
Ghana	<p>Collaborate with parliamentarians to:</p> <ul style="list-style-type: none"> • enhance their ability to analyze the budget; • increase their understanding of laws and regulations on transparency and access to information, and their implications; • increase their ability to oversee and better analyze the Executive's Budget Proposal; • learn methods for assessing the specific needs of communities; and • design methods to strengthen the ability of civil society budget groups to better track budget implementation.
Guatemala	<p>In collaboration with IBP's partner, <i>Centro Internacional de Investigación en Derechos Humanos (CIIDH)</i>, work with the Ministry of Public Finance to:</p> <ul style="list-style-type: none"> • develop and launch the first Citizens Budget; and • provide a training course for the ministry's civil servants on budget transparency, citizen budgets, transparency indices, and access to budget information.
Mali	<p>In collaboration with IBP's partners, <i>Groupe de Suivie Budgétaire</i> and <i>Coalition des Alternatives Africaines Dette et Développement</i>, support the Ministry of Finance and the Commission for Institutional Development to:</p> <ul style="list-style-type: none"> • develop the first Citizens Budget; and • launch a public information drive on the Citizens Budget.

Results and Outcomes

The work of the Mentoring Governments program contributes primarily to the IBP's sixth short-term goal of increasing the number of governments demonstrably improving their budget transparency, accountability, and civil society participation, as well as its second goal of building country and regional CSO networks promoting these changes. Because the program has just completed its first full year, it is probably too early

to point to definitive outcomes of its efforts, although there have been some promising initial results. In the four countries where the MG program worked this past year, it produced real value for governments in helping them to undertake practical steps toward opening their budgets. The MG program also increased awareness among CSOs of the value of working with governments to improve the supply of budget information and engaging in decision-making processes.

Benefits of the Mentoring Governments Program



Jorge Santos, Executive Director of the Centro Internacional de Investigación en Derechos Humanos (CIIDH), Guatemala: “Productive communication bridges between CSOs

and governments require willingness and trust; they also require a good methodology to assure sustainability and mutually beneficial delivery of services. IBP’s international prestige and technical strength helps in building that complex relationship: the mentoring goes both ways.”



Ricardo Barrientos, former Vice-Minister for Fiscal Transparency, Guatemala:

“While I served at the Ministry of Public Finance, among our main objectives were improving budget transparency and delivering useful budget information to the public in Guatemala. So I welcomed with strong interest the possibility of collaboration with the International Budget Partnership and the CIIDH in key areas from the civil society perspective: a citizens’ budget, improving the ministry’s website on financial and budgetary information, etc. That was the input we really needed.”



Octavio López-Presa, former Deputy Secretary of the General Comptroller Department, Mexico: “There is no one better to help governments in publishing clear and useful information

for the public than civil society. I definitely welcome this new program at IBP, which incorporates a civil society perspective into real budget transparency with the highest technical standards.”



Ousmane Sidibe, Minister, Commission for Institutional Development, Republic of Mali: “Extreme poverty can only be overcome with the engagement of the disadvantaged communities. For that they need information in meaningful and clear formats; only then they can assume and reinforce the impact of poverty reduction policies. The mentoring and support provided by the IBP goes very much into providing this type of data. In countries like Mali, this is very relevant.”

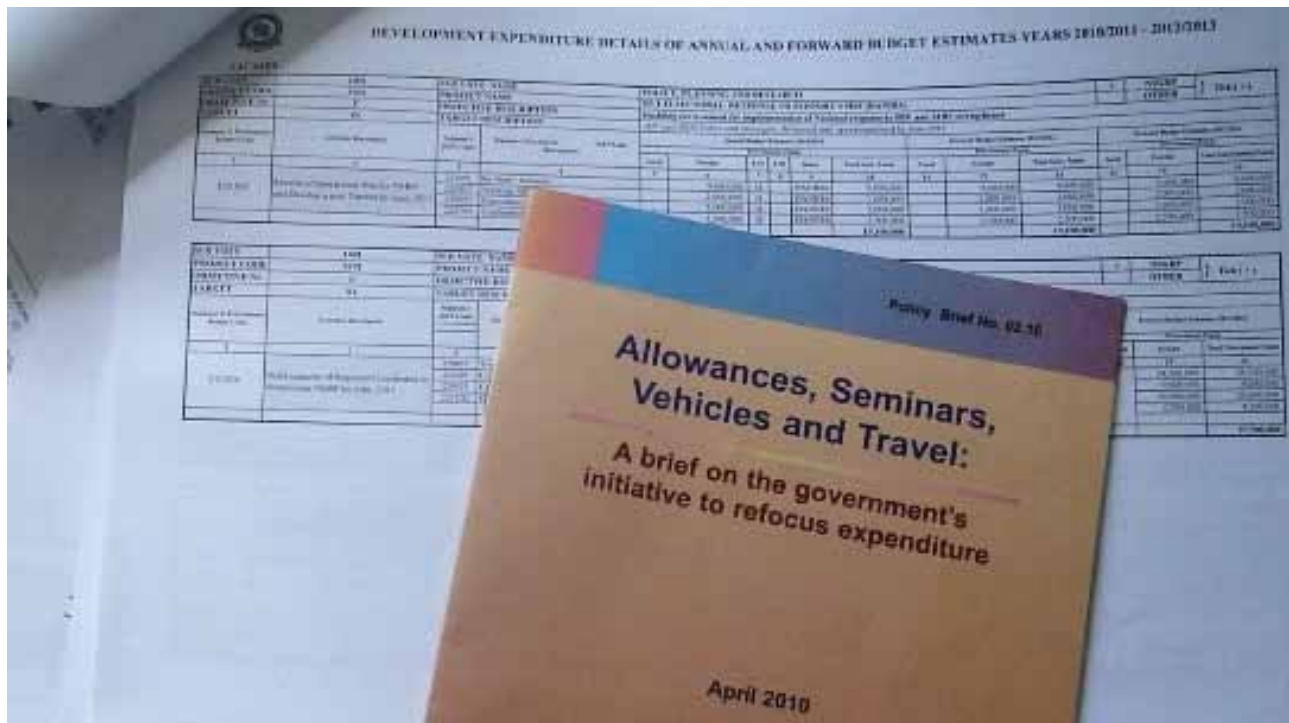


Roby Senderowitsch, Country Representative of the World Bank, Dominican Republic: “Consultants and advisors to governments rarely, if ever, contribute with the knowledge of the

civil society stakeholders. This is why governments produce incredible amounts of complex information that need translation to be understandable. The Mentoring Governments program is a very good tool to resolve this problem: a civil society approach to improve budget transparency in such a way that governments can be held accountable.”

Emerging outcomes from the Mentoring Governments program in 2010 include:

- **Governments have demonstrated a willingness to become more transparent and to make their budgets more open.** The MG program is either directly working with or engaged in discussions about potential collaboration with governments in at least five countries. In each of these countries, there are multiple stakeholders who are interested in participating in the MG program along with the executive branch, including civil society organizations, legislators, and donors. The IBP’s belief that an initiative like the MG program would fill a critical gap in efforts to make budgets more open and accountable has been largely borne out by the response that it received in this first year.
- **The MG program is piloting innovative models for government and civil society collaboration on making public budgets open and accountable.** Although the MG program’s work in the Dominican Republic, Ghana, Guatemala, and Mali in 2010 focused on a common goal of increasing budget

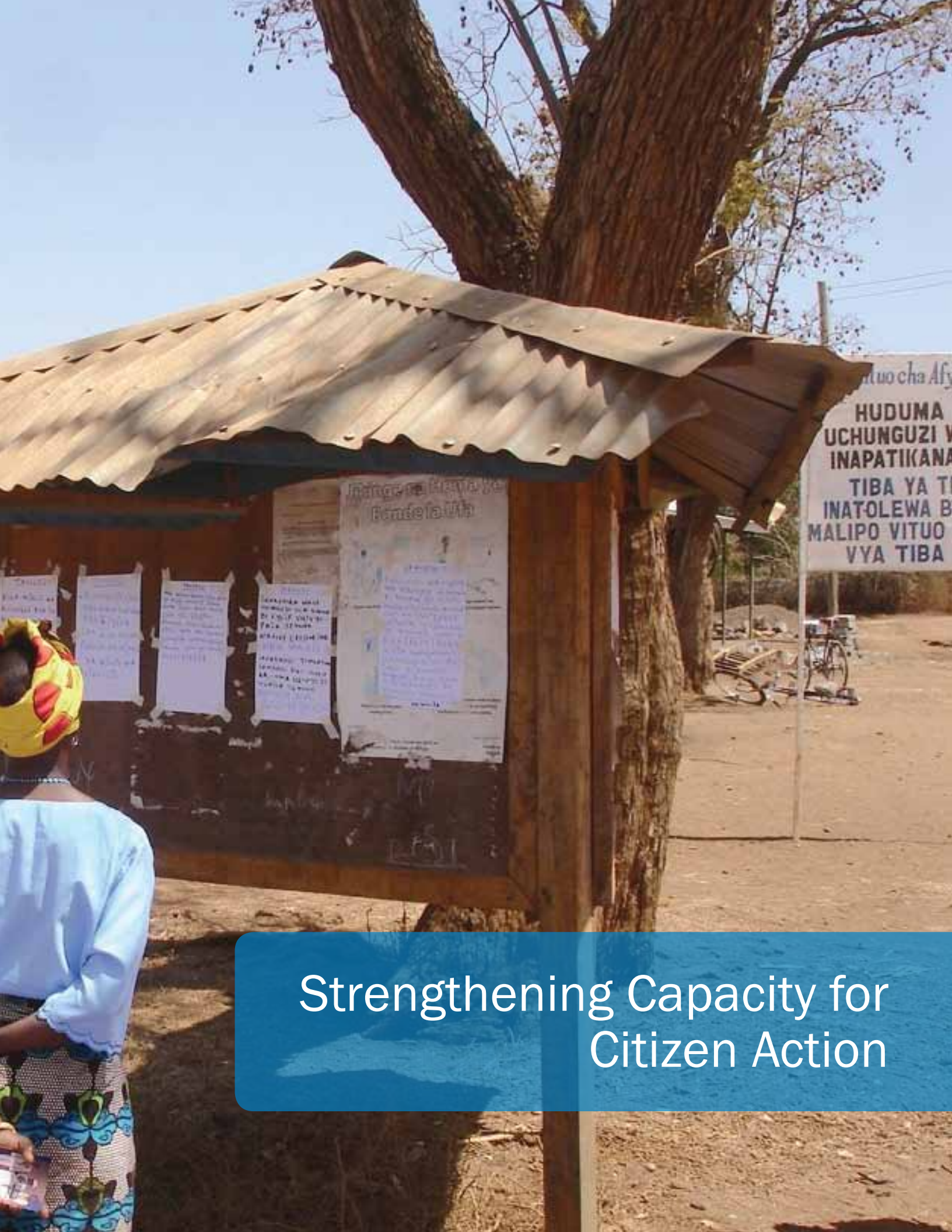


transparency and participation, each case was unique in the approaches it took and the actors involved. For example, while the engagement in all of the countries was primarily with the executive branch, in Ghana the MG program and its civil society partners are working directly with members of parliament on several issues related to budget transparency and oversight, in particular how to address the expected influx of oil revenues and an access to information law. In the Dominican Republic the MG program is working with the government, civil society groups, and donors to create a Citizens Budget. The experience of the MG program in these first four countries has shown that progress toward greater budget transparency is possible in contexts that are substantially different, as long as the various stakeholders are willing to engage with one another and they have the opportunities and support to do so constructively. In particular, it has broken ground in facilitating constructive, collaborative dialogue between governments and civil society as a new way to think about producing and disseminating budget information. The demonstrable effects from

this initial work will be used to develop and enhance strategies and tools for further work in other countries.

- Two countries have made significant progress toward more transparent budgets.** The MG program's work with the governments of Guatemala and Mali and local civil society partners has resulted in these countries producing their first Citizens Budgets. These documents are to be finalized and released in early 2011, immediately improving the level of transparency and accountability in the budgets of Guatemala and Mali. These improvements, as well as any further steps the governments in the MG program take to open their budget systems, will be reflected in higher scores in the next Open Budget Index in 2012, providing both recognition of the governments' efforts and models for other countries to follow. By providing a full feedback loop of incentive to change (low Index score), support to improve, and recognition (higher Index score), the Mentoring Governments program and the Open Budget Initiative are in many ways companion programs.





Strengthening Capacity for
Citizen Action



Strengthening Capacity for Citizen Action

Program Overview

In order to participate in government budget processes, civil society organizations (CSOs) need access to detailed budget information and the ability to understand, evaluate, and use this information in effective advocacy. Thus the IBP has from its inception included capacity building support to its civil society partners through its Training program. The Training program works across all of the IBP's programs to build the skills and knowledge of CSOs to monitor and analyze public budgets and to use the results of this work to contribute to advocacy that will have a positive impact on the lives of people, particularly the poor and vulnerable.

The Training team provides a range of options for taking groups from beginning to advanced levels of knowledge and skills for effective budget work. The IBP provides formal training opportunities to its PI and OBI partners but also to a wider range of civil society groups that do budget work as a core component of their activities.

In terms of actual participants, the Training program invites multiple staff members from an organization to ensure that the group's ability to do budget work does not depend on one person, and those invited are expected to be actively involved in budget work. In addition to formal workshops, the IBP also provides timely technical assistance and a mentoring program to respond to partners' particular needs and issues requiring specialized guidance.

Because the demand for these trainings far exceeds the IBP's capacity to provide them, and because the IBP wants to expand the number of organizations doing budget work, the Training team also conducts special workshops for the training teams of international NGOs and partners of our donors. In this way, the IBP also contributes to building a second layer of training providers.

To achieve its goals the Training program provides a range of widely respected training courses and



specialized capacity building. These activities fall into two key areas:

- **Training workshops and courses.** The IBP offers five core workshops that focus on using budget information and analysis for advocacy. All workshops are conducted using a participatory adult education approach. Participants learn by drawing on their own prior knowledge and experience, are introduced to new knowledge and skills, and then given ample opportunities to apply, reflect on, and consolidate their learning. The workshops are designed to meet the specific training needs of partner organizations and are offered in English, French, Spanish, and English with simultaneous interpretation into other languages. In addition to these five core workshops the IBP Training team offers customized trainings that focus on a particular country or sector.
- **Technical assistance and mentoring.** Primarily as part of the PI, mentoring and technical assistance are provided to help partners in their strategic planning and organization development, as well as on particular challenges like issue- or sector-specific budget analysis, budget monitoring methodologies, advocacy, and transparency and access to information. The Training program connects experts on these issues — drawn from the IBP and its broader international network — with partner organizations to work closely and consistently in order to strengthen their budget analysis and advocacy. Every IBP mentor is carefully selected, completes a week-long induction workshop, and is supported throughout the year to ensure a uniform

approach and quality. In order to enhance and reinforce learning and the development and application of skills, technical assistance and mentoring is provided in conjunction with training workshops.

Highlights in 2010

In the past year, the Training team continued to strengthen capacities for budget work through a combination of various efforts.

- **Regular core training workshops offered.** A total of 139 staff members from 88 IBP partner organizations benefited from the core training workshops that were conducted in 2010. In the past year, the Training team put a huge effort into developing its tailored training workshop for strategic advocacy planning for IBP partners. OBI research partners participated in training workshops in advance of the October 2010 release of the latest round of the Open Budget Survey and received technical assistance to help them develop plans for using the findings of the OBS 2010 for their advocacy initiatives. Consequently, more targeted and effective advocacy activities were planned and carried out by partners around the launch of the OBS 2010 results, generating both reactions from governments and extensive media coverage. And in India, the IBP's nine PI partners are implementing advocacy strategies refined after participating in an advocacy planning workshop designed specifically for the Indian context.

2010 IBP Core Training Offerings

General Intermediate Training Workshop

This 10-day course is designed to help participants build the quantitative skills that will enable them to conduct budget analyses independently and develop the advocacy skills needed to use the results of their analyses to influence budget policies, with a focus on the formulation and enactment stages of the budget process.

2010 Offerings: In October in Cuernavaca, Mexico, workshop in Spanish for 18 participants from 13 organizations from 5 countries

Monitoring Budget Implementation Training Workshop

This 10-day course is designed to strengthen participants' capacity to track expenditure during the execution and auditing stages of the budget process and provide the opportunity to engage with several expenditure-tracking methodologies and link the information collected to an advocacy strategy.

2010 Offerings: In September in Arusha, Tanzania, workshop in English for 17 participants from 12 organizations from 9 countries

Health and Budgets Course

This 10-day course is designed to develop a particular set of budget analysis and advocacy skills that enables participants to engage in budget advocacy for specific health-related issues or agendas.

2010 Offerings: In March in Cape Town, South Africa, course in English for 20 participants from 11 organizations from 7 countries; in July in Bandung, Indonesia, course in English with Bahasa Indonesia simultaneous translation for 20 participants from 20 organizations from Indonesia

Advocacy Planning Workshop

This 5-day course is designed to provide participants with an opportunity to develop and refine impact plans for advocacy initiatives developed for their organizations' current budget projects.

2010 Offerings: In July in Siem Reap, Cambodia, workshop in English for 22 participants from 20 OBI research partner organizations from 20 countries; in August in Pretoria, South Africa, workshop in English for 25 participants from 25 OBI research partner organizations from 25 countries; in November in Khandala, India, workshop in English for 17 participants from 9 organizations from India

E-learning: Introduction to Applied Budget Work

This online learning platform is designed to foster basic budget literacy and promote discussion. Online access to this foundational course contributes to increasing the number of organizations globally engaging in public budget processes.

2010 Offerings: Site still under construction



- **Training materials developed.** The Training team has continued to work on various materials used at training workshops. New materials were developed for the different strategic advocacy planning workshops offered in the past year, and existing materials for other training courses were updated, revised, and translated. These revisions included developing new modules and materials, as well as fine tuning those already in use. The Training team also devoted a great deal of energy to developing the e-learning game on budget work fundamentals. The e-learning game is still being finalized, but the IBP anticipates its launch in early 2011.
- **Developing partnerships for training.** This past year, the Training program continued to build its partnership with the Open Society Foundations' Public Health Program. The IBP has been working closely with the Public Health Program to support its strategic planning process, review proposals, and provide technical assistance and training to both its staff and grantees. The Training team also stepped up its engagement with one of the IBP's newer international partners, Oxfam Novib, by agreeing to

open its General Intermediate Training to partners of that organization. Also in 2010 the Training program collaborated with the Treatment Action Group (TAG), the International Community of Women Living with HIV-Eastern Africa, and the Centre for Economic Governance and AIDS in Africa on introducing their staffs and African activists to budget monitoring and advocacy tools and strategies. Through the participation of donor staff and grantees and international NGOs in its trainings, the IBP is able to share its vision of civil society budget work, cultivate greater support for it at the international level, and expand the pool of trainers for applied budget work.

Results and Outcomes

The Training program makes a significant contribution to building the field of budget advocacy by providing the training, mentoring, and technical assistance required to develop highly skilled, sustainable civil society budget organizations. For organizations to be effective in bringing about changes in budget policies and processes, they must have not only adequate resources but also the technical skills to analyze

budgets and engage in public education and advocacy. The stronger an organization's technical capacity on budget analysis and advocacy, the more likely their work will lead to concrete improvements in their communities and countries.

To facilitate the development of an international community that is more supportive of civil society budget work, the Training program collaborates closely with international NGOs and donors by helping them to incorporate budget work into their strategic plans and providing training and technical assistance to their staffs and grantees.

Key results from the Training program's past year include:

- **Increased pool of activists all over the world engaging in budget processes.** In addition to providing hard skills on budget analysis and advocacy, the IBP's training workshops play an important role in helping the staffs of its partner organizations think strategically about budget work. In particular, training participants learn how to think about what types of budget analysis and which methodologies are most appropriate for the issue they are working on, as well as how to use the findings of their analyses to conduct evidence-based advocacy to achieve their objectives. Participants also learn about new methodologies — from both the content provided in the training workshops and from each other — expanding their vision of budget work and providing them with new ideas to incorporate into their organizations' work. For participants from groups that are new to budget work, the trainings provide them with an awareness of the kinds of skills that they and their organizations need to engage effectively in budget analysis and advocacy. Training participants also go on to train other colleagues from their organizations and networks, often drawing on the IBP's training materials.
- **Developed a donor partnership to support civil society budget work.** Over the last year, the Training and OBI programs were able to deepen the IBP's engagement in promoting budget work in the Middle East and North Africa (MENA) region by working with the Open Society Foundations' (OSF) Arab Regional Office, Oxfam Novib, and the Ford Foundation's Cairo office. Not only did this contribute to the

launch of the OBS 2010 in the region but it also resulted in a partnership between these donors and the IBP to provide training, technical assistance, and mentoring to five groups in three MENA countries next year.

- **Body of knowledge and expertise on budget work consolidated for everyone to draw upon.** Over the past year, the Training program continued to develop new resources and training materials and refine existing training materials, thus strengthening the IBP's role as a budget work resource center for civil society groups, international NGOs, donors, and other institutions around the world.

"IBP's comprehensive health budget advocacy trainings and tailored technical assistance have been instrumental in providing much needed strategic guidance for OSF Public Health Program (PHP) grantees, as well as program officer staff. . . . For example, in March 2010 PHP collaborated closely with IBP to conduct a...workshop on budget advocacy strategy for grantees in Macedonia advocating for increased access to immunization for Roma children. The result of the workshop was a concrete strategic plan for budget advocacy... and a critical 'power-mapping' analysis of public officials with the power to increase the budget for Roma immunizations. PHP program officers provided support and mentorship based on the implementation of this plan throughout the rest of the year, and in late November grantees were successful in their budget advocacy. For the first time, the Macedonian Ministry of Health adopted specific budget increases for Roma immunization and adopted specific outreach plans to increase the availability and access of immunizations for Roma children, both reflecting the recommendations of grantees' analysis and advocacy."

- Ellen Liu, former Program Officer, OSF Public Health Program

“When asked about the quality and relevance of the **training activities** in which they have participated, more than 90 percent of respondents to the Partner Survey considered those activities to have been good or excellent. Site visit interviews generally confirmed that sentiment, describing the workshops

as ‘well-designed’ and ‘very useful.’ The survey responses also show that more than two-thirds believe the training courses have impacted the way their organization works.”

- *Midterm Evaluation of the International Budget Partnership’s Partnership Initiative*

Training Participants Reflect on Their Experience

- “The [General Intermediate Training] workshop was beneficial in many different ways and overall has empowered us with skills to conduct budget analyses independently towards [a] SMART successful advocacy campaign.”
- “I am better placed to analyze budget information, try to come up with the story that hides behind the numbers and contribute to putting forward an advocacy agenda and sharpening it into a better one.”
- “I see myself confidently conducting a step-down training to my colleagues in our Lagos office...and together as a team planning our next phase of budget monitoring more strategically, implementing more effectively and monitoring/evaluating efficiently. I see [us] publishing more precise and relevant budget/advocacy information after the workshop. . . . We will definitely put in practice all that we have learnt.”
- “Indeed we have learnt a lot from the [Health and Budgets] training and [it has] opened another window for our budget project to pursue. [We]

have started working to develop the budget analysis plan for analyzing the Kano state [Nigeria] budget for 2007, 2008, 2009 and 2010.”

- “The [Health and Budgets] training was very advanced with information. . . . With all the information I got from this training, I will be able to implement my organization’s health and budgets project.”
- “[The skills learned will help me] to implement budget monitoring effectively and efficiently... [and] come up with SMART objectives not only for the IBP project but also for other programs that we are currently undertaking in our organization.”
- “We know analysis, and now we have gone through audit exercises and tools of social audit, citizen report card, and other tools. We feel it will help us more. The exercise on maternal mortality...gave us the opportunity to analyze and present [findings for] advocacy, so it was very helpful.”





Reaching Out to
Budget Publics



Reaching Out to Budget Publics

Background and Project Overview

The Communications team is responsible for the public face of the IBP and for providing strategic support to its partners and allies. Communications collaborates with other IBP programs to increase the capacity of its civil society partners around the world to effectively engage in government budget processes — and increase the impact of such engagement — and to improve the context in which these groups do their budget work. These two functions require the Communications team to reach two audiences: an internal audience of our civil society partners, and an external audience that includes international donors, government officials, academics, and development practitioners.

It does this through activities and products that seek to:

- raise the profile of civil society budget work;

- deepen the impact of the IBP's advocacy and that of its partners;
- support and contribute to an international network of people and organizations working to make government budget systems more transparent, participatory, and responsive; and
- increase the capacity of civil society organizations to effectively undertake budget analysis and advocacy.

Highlights in 2010

- **Civil society, governments, donors, and other key audiences informed.** In 2010 the IBP continued its efforts to build the case for civil society budget work among multilateral and bilateral donors, in addition to promoting the potential for budget work with international civil society networks. The IBP also sought to demonstrate to international financial institutions, governments, and other stakeholders



The International Budget Partnership collaborates with civil society around the world to analyze and influence public budgets in order to reduce poverty and improve the quality of governance.

[Learn More >](#)



The Open Budget Survey Elicits Government Response and Action

By measuring how transparent and accountable governments' budgets are in comparison to nearly 100 countries around the world, the Open Budget Survey pressures governments to

IBP Resources

Featured Publications

the connection of budget work and transparent and responsive budget systems to debates around aid flows, good governance, and poverty reduction. The Communications team contributed significantly to these efforts through:

- media outreach and partner support for the global release of the Open Budget Survey 2010;
 - advocacy for greater budget transparency based on the findings of the *Ask Your Government!* initiative;
 - producing and disseminating multimedia content, including a video on the Open Budget Survey 2010 and a five-part radio series in five African countries that presented challenges of access to budget information and generated discussions on solutions;
 - editing, designing, and disseminating IBP research and guides; and
 - redesigning and launching the IBP website, which attracted 21,395 new visitors in 2010.
- **IBP programs and partners advocacy supported.** Effective communications is integral to effective advocacy, so the IBP Communications team invested significant effort this past year to increase and strengthen its own advocacy and that of its partners, in order to maximize opportunities to promote greater budget transparency and to help our partners do the same.

Open Budget Survey 2010 Release

The Communications team collaborated with the Open Budget Initiative to launch the Open Budget Survey 2010. This included:

- developing and delivering a Survey advocacy workshop to partners in Asia, Africa, and Latin America;
- overseeing the design and production of the Survey report and two budget transparency guides;
- developing support materials and resources for OBI partner organizations;
- media outreach (developing main messages, FAQs, press release, media training for IBP staff);
- producing a short video introducing the 2010 Survey for the IBP and partners to use at their events and in other presentations;
- enhancing the OBI website (www.openbudgetindex.org) and updating its content with the 2010 Survey results; and
- reaching out to IBP donors, allies, and partner organizations to enlist their help in disseminating the Survey findings.

- **International network supported.** A key component of the IBP's work is its strong international network of organizations and individuals committed to civil society budget analysis and advocacy and promoting open, participatory, and accountable government budgets. The network includes: civil society budget groups, international NGOs; university-based researchers and think tanks; policymakers and public officials; social movements; and donors and international financial institutions. The Communications team supports this network through efforts to document and share good practices, provide opportunities for discussions and debates, and link activists and researchers and policymakers.
- **IBP partners' communications knowledge and skills enhanced.** In the past year the Communications team worked with the producer of the five-part African radio series on access to information to conduct a workshop for the participating partners on how to use the recording equipment we provided to record audio diaries of their experiences and techniques to generate interesting recordings. Communications also worked with the OBI and Training teams to develop and deliver three four-day workshops (Cambodia, South Africa, and Mexico) on how to use the Open Budget Survey 2010 to effectively advocate for greater transparency, participation, and accountability. In addition to developing a host of support materials in up to six languages for the OBS 2010 releases, the Communications created two new sections to the IBP website on how to engage in Budget Analysis and Budget Advocacy.

Results and Outcomes

The Communications team supports the IBP's efforts to achieve its goals primarily through informing and expanding the field of civil society budget work. Its key accomplishments in 2010 include:

- **Budget transparency receiving more attention.** The support that Communications provided for the release of the Open Budget Survey 2010 release resulted in widespread coverage in national and

The IBP Expands, Informs, and Facilitates the International Budget Network

- Published six issues of the **bimonthly e-newsletter**, covering the latest debates in the field, showcasing new research and the work of our partners, and sharing practical tips and tools for more effective civil society budget analysis and advocacy
- Increased subscribers to IBP electronic publications and listserv participants by over 9 percent
- Provided online discussion forums and used social networking tools to enable our partners and allies to share experiences and collaborate on projects like the Open Budget Survey research and release
- **Open Budget Blog** and **IBP Budget Briefs** engaged those outside the current network by covering issues like climate change and maternal mortality
- Outreach helped build the network, including partnering with allied organizations to promote one another's work, tabling at development-related conferences, and targeting emails to directors of partner organizations

international media. The IBP's outreach to engage journalists began showing results this year when reporters began to call us to ask for input on stories on budgets and policies. The broadcasts of the five-part *Ask Your Government!* radio series in each of the five participating countries generated over 125 instant messages and calls from listeners, including some from government officials in Uganda, with the number of responses increasing as the series progressed.

- **Partners use communication tools and techniques more effectively.** The diaries recorded by the



partners who participated in the radio series reflect what was covered in the training, which was reinforced by direct feedback from the Communications team and the producer. In looking at the ongoing impact of this training, three of the partners have reported that they are using the recording equipment in their organization's work, including IDASA in South Africa, which is recording interviews with government officials in its public finance research, and Uganda Debt Network,

which is using the equipment in its community monitoring work.

The OBI partners who attended the advocacy workshops reported applying the skills and strategies they learned in their media and other outreach for the 2010 Survey releases in their countries and regions, which resulted in significantly more media coverage than previous Survey releases.

Looking Ahead

We go into the next few years emboldened by the opportunities but very aware of the challenges. There are now budget-focused organizations in over 100 countries, but there is the potential for many more. There is growing interest among other civil society networks — such as those working on public health, education, extractive industries, aid, and the environment — that recognize the importance of budget information to their own advocacy.

In addition to this civil society interest, most major multilateral and bilateral donor agencies understand the importance of open budgets for aid effectiveness and are committed to supporting governments — and increasingly civil society — in efforts to increase transparency and participation. Their interest is shared by many legislators and auditors who are eager to have access to data and oversight opportunities to fulfill their constitutional mandates.

Perhaps most important, an increasing number of governments are showing that open budgeting is possible in a wide range of environments.

However, the challenges remain substantial. Open budget advocates are working against deeply ingrained traditions and vested interests. Even where governments are willing to improve, they are often undermined by weak capacity, both within the executive branch and within the formal oversight institutions.

Challenges exist within civil society, as well. As yet there is no coherent, global civil society campaign for open budgeting. A more unified international movement seeking a common set of transparency and participation reforms will benefit from stronger evidence regarding the causes and benefits of more open budget processes. However, generating rigorous evidence in fields as complex as governance and public finance management is difficult, especially at such an early stage in the development of this new field.

Finally, the growing movement requires financing. At present there are still relatively few donors who have made long-term commitments to the sector. If we are serious about this effort, it is necessary for donors to join together with civil society to finance a major, sustained drive for open budgets.

But this is also the opportunity. This is the major message of this report.

The IBP's plans for 2011 respond to many of these challenges. In addition to continuing and strengthening the many initiatives documented in this report, we intend to focus on assembling and mobilizing a unified international civil society coalition on budget transparency and engagement, and to convene leaders from multiple sectors in working toward a set of global norms. To support these efforts, the IBP will redouble its work to document the linkages between transparent and inclusive budget processes and governance and service delivery outcomes. Finally, the IBP will continue to catalyze the donor funds available to ensure that our partners receive the long-term support necessary for sustainable impact in the countries in which they work.

Our Donors

The work of the International Budget Partnership would be impossible without the generous support it receives from private foundations and development agencies. We are grateful to the following contributors whose underwriting of specific IBP initiatives in 2010, as well as general support for IBP programming, assisted in the accomplishments presented in this report.

Bill & Melinda Gates Foundation

The William and Flora Hewlett Foundation

Open Society Institute

Ford Foundation

UKAid (U.K. Department for International Development)

Vanguard Charitable Endowment Program

Our Partners

Central to the IBP and all of its efforts are our civil society partners in over 100 countries around the world. Our choices about programs and initiatives are made to best support our partners in engaging in budget work in their country and are driven by the collaborative relationship that we have with them. It would be impossible for the IBP to present a report of its goals and accomplishments without acknowledging with gratitude and humility the organizations at the heart of this work. Though we have engaged with more organizations than we can list in this report, the following are those partners that the IBP was the most deeply involved with in 2010.

Afghanistan

Integrity Watch Afghanistan

Albania

Urban Research Institute

Algeria

Association de Finances Publiques

Angola

Comissao Episcopal de Justica e Paz da CEAST

Argentina

Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC)

Azerbaijan

Public Finance Monitoring Center

Bangladesh

University of Dhaka, Department of Development Studies

Bolivia

Centro de Estudios para el Desarrollo Laboral y Agrario (CEDLA)

Bosnia Herzegovina

Inicijativa za ekonomski razvoj BiH – INER BiH

Botswana

Botswana Institute for Development Policy Analysis

Brazil

Instituto Brasileiro de Analises Sociais e Economicas (IBASE)

Instituto de Estudos Socioeconomicos (INESC)

Bulgaria

Industry Watch Group

Burkina Faso

Centre Pour La Gouvernance Democratique

Cambodia

NGO Forum on Cambodia

Cameroon

Budget Information Centre

Chad

Groupe de Recherches Alternatives et de Monitoring du Projet Pétrole Tchad-Cameroun

Chile

Fundación Jaime Guzmán E.

Colombia

FORO JOVEN

Costa Rica

Programa Estado de la Nación

Croatia

Institute of Public Finance

Czech Republic

University of Economics, Prague

Democratic Republic of Congo

Réseau des Organisations Partenaires de l'IFES

Dominican Republic

Fundación Solidaridad

Ecuador

Transparencia Ecuador

Grupo Faro

Egypt

Department of Economics, Cairo University

El Salvador

Fundación de Estudios para la Aplicación del Derecho

Fundación Nacional para el Desarrollo (FUNDE)

FUNDACION MAQUILISHUATL (FUMA)

Equatorial Guinea

EG Justice

Fiji

Transparency International (Fiji) Limited

France

Groupement Européen de Recherches en Finances Publiques

Georgia

Transparency International-Georgia

Germany

FiFo Institute for Public Economics, University of Cologne

Ghana

Centre for Budget Advocacy of the Integrated Social Development Centre (ISODEC)

SEND Ghana

Ghana Aid Effectiveness Forum

Guatemala

Centro Internacional para Investigaciones en Derechos Humanos (CIIDH)

Honduras

Centro de Investigación y Promoción de los Derechos Humanos (CIPRODEH)

India

Support for Advocacy and Training in Health Initiatives (SATHI)

CEHAT

Center for Budget & Governance

Accountability (CBGA)
Centre for Health and Social Justice (CHSJ)

Initiatives for Development through Participation of Marginalized Sections (IDPMS)

Prajwala Sangham (NCDHR/DAAA)

Public Affairs Centre (PAC)

Samarthan - Centre for Development Support

Swami Vivekananda Youth Movement (SVYM)

Indonesia

Bandung Institute of Governance Studies (BIGS)

Pattiro - Yayasan Pusat Telaah dan Informasi Regional

Inisiatif- PERKUMPULAN INISIATIF IDEA Yogyakarta (IDEA)

Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran' (FITRA)

Lakpesdam - Lembaga Kajian dan Pengembangan Sumber Daya Manusia Nahdlatul Ulama

Iraq

Iraq Institute for Economic Reform (IIER)

Italy

Action Aid Italy and Oxford University

Jordan

Center for Strategic Studies, University of Jordan

Kazakhstan

Research Centre Sange (Civic Foundation)

Kenya

Institute of Economic Affairs (IEA)

Muslims for Human Rights (MUHURI)

Kyrgyz Republic

Nurbek Toktakunov (Consultant) and Independent Human Rights Foundation

Lebanon

The Lebanese Transparency Association (LTA)

Liberia

Actions for Genuine Democratic Alternatives

Macedonia

Centre for Research and Policy Making

Malawi

Malawi Economic Justice Network (MEJN)

Malaysia

Centre for Public Policy Studies, Asian Strategy & Leadership Institute

Mali

GREAT Mali (MEJN)

Coalition des Alternatives Africaines Dette et Développement (CAD)

Mexico

Fundar, Centro de Análisis e Investigación, A.C

Sonora Ciudadana

Mongolia

Open Society Forum (Foundation)

Morocco

Transparency Maroc

Mozambique

Centro de Integridade Pública (CIP)

Namibia

Institute for Public Policy Research

Nepal

Freedom Forum

New Zealand

Transparency International-New Zealand

Niger

Alternative Espaces Citoyens

Nigeria

Civil Resource Development and Documentation Centre (CIRDDOC)

Norway

Chr. Michelsen Institute

Pakistan

Omar Asghar Khan Development Foundation

Papua New Guinea

Institute of National Affairs

Peru

Ciudadanos al Día (CAD)

Philippines

Philippine Center for Investigative Journalism (PCIJ)

Concerned Citizens of Abra for Good Government (CCAGG)

Poland

Gdańsk Institute for Market Economics

Portugal

Instituto de Ciências Sociais da Universidade de Lisboa

Romania

A&A Expert Advice

Russia

St. Petersburg Humanities and Political Studies Center

Rwanda

Collectif des Ligues et Associations de Défense des Droits de l'Homme au Rwanda (CLADHO)

São Tomé and Príncipe

WEBETO.ORG

Senegal

Université de Dakar

Serbia

Transparency - Serbia

Singapore

National University of Singapore (research partner for the OBS 2010 assessment of Thailand)

Slovakia

MESA 10

Slovenia

University of Ljubljana, Faculty of Economics

South Africa

IDASA, Economic Governance Programme

Centre for Economic Governance and Aids in Africa

Treatment Action Campaign (TAC)

Centre for Social Accountability (Rhodes University)

South Korea

Ho Bum Pyun (Consultant)

Spain

Access Info Europe

Sri Lanka

Center for Policy Alternatives (CPA)

Sudan

Juba University

Sweden

Melander Schnell Consultants

Tanzania

Policy Forum

HakiElimu

Sikika

Timor Leste

Lalenok Ba Ema Hotu (LABEH)

Trinidad and Tobago

Sustainable Economic Development
Unit for Small & Island Economies.

University of the West Indies

Turkey

Turkish Economic and Social Studies
Foundation

Uganda

Advocates Coalition for Development
and Environment (ACODE)

Uganda Debt Network (UDN)

Ukraine

International Center for Policy
Studies

United Kingdom

London School of Economics and
Political Science

United States of America

Center on Budget and Policy
Priorities

Venezuela

Transparencia Venezuela

Vietnam

Center for Cooperation and Human
Resource Development

Yemen

Cultural Development Program
Foundation

Zambia

Economics Association of Zambia
(EAZ)

Treatment Action and Literacy
Campaign (TALC)

Jesuit Centre for Theological
Reflection

Caritas (JCTR)

Our Staff

It is through the knowledge, skill, dedication, and inexhaustible effort of all of our staff members that the International Budget Partnership is able to collaborate with our civil society partners around the world to enhance public service delivery and improve governance by making government budget systems more open and accountable and

influencing budget policies. The IBP supplements the capacity and expertise of its staff with a number of consultants, many of whom we have been extremely fortunate to have worked with over several years and in a variety of contexts. Though we are not able to list them here, we thank them sincerely for their invaluable contributions to our work over this past year. It is important to note that although most staff members are based within a particular program, each contributes to the work of other teams. In 2010 the IBP staff included:

Marilyn Butler-Norris

Administrative Assistant

Warren Krafchik

Director

Senait Mehret

Staff Accountant

Rose Nierras

Director of Operations

The Open Budget Initiative

Michael Castro

Program Officer

Paolo De Renzio

Senior Research Fellow

Harika Masud

Program Officer

Elena Mondo

Open Budget Survey Supervisor

Vivek Ramkumar

Manager

The Partnership Initiative

Ravi Duggal

Program Officer

Manuela Garza

Program Officer and Technical
Assistance Coordinator

Libby Haight

Program Officer

Helena Hofbauer

Manager, Innovation and Partnership
Development

Jason Lakin

Program Officer

Albert van Zyl

Manager, Research

Tom Zanol

International Program Coordinator

Mentoring Governments

Atzimba Baltazar Macías

Program Officer

Juan Pablo Guerrero

Manager

International Training

Shaamela Cassiem

Manager

Thokozile Madonko

Trainer and Technical Assistance
Provider

Jennifer Sleboda

Program Officer

Nader Tadros

Senior Trainer

Communications

Rocío Campos

Program Officer

Delaine McCullough

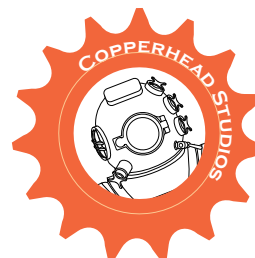
Manager

Design

Neil Parkes

Copperhead Studios

www.copperheadstudios.co.uk



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Kate Holt/Shoot The Earth



U.S.

820 First Street, NE Suite 510
Washington, DC 20002 U.S.

Tel: +1 202 408 1080
Fax: +1 202 408 8173

South Africa

International Budget
Partnership c/o ISS
2nd Floor
The Amoury
Buchanan Square
160 Sir Lowry Road
Woodstock, 7925

Tel: +27 021 461 7211
Fax: +27 021 461 7213

India

802 Raj Atlantis
Near SVP School, off
Mira-Bhayender Road, Beverly
Park, Mira Road (East),
401107 India

Tel: +91 22 2811 4868
+91 96 6507 1392

Mexico

Xicotencatl 370-601
Del. Carmen Coyoacán, C.P.
04100 México, D.F.

Tel: +5255 5658 3165
+5255 5282 0036