



## Budget Credibility Learning Case Study Terms of Reference

October 2021

### 1. Background Information

The International Budget Partnership (IBP) is the leading international organization dedicated to supporting civil society to ensure that governments are responsible stewards of public funds. IBP works with civil society partners in over 120 countries and leverages its multi-stakeholder network of international institutions, donors, the private sector, and state actors to ensure all citizens, especially in underserved communities, understand and have the right to influence how public money is raised and spent.

IBP does this through several initiatives, including the **Open Budget Initiative (OBI)** and **Strengthening Public Accountability for Results and Knowledge (SPARK)**. **OBI** is a global research and advocacy program to promote public access to budget information and the adoption of inclusive and accountable budget systems. Open Budget Survey (OBS) is one of IBP's flagship programs under the OBI that assesses 120 countries for their budget practices - transparency, participation, and oversight - every two years.

**On the other hand, SPARK is grounded in country contexts, leverages citizen action, and promotes democratic budget processes to improve public service delivery.** SPARK supports membership-based organizations and social movements of marginalized groups on service delivery issues that affect their lives. SPARK support to these groups includes both technical – understanding the PFM bottlenecks to service delivery – and strategic – approaches that can shift power balance and bring systemic change. SPARK has been operating in seven countries on issues such as health, education, agriculture, water and sanitation, social protection, urban settlements, etc.

Another stream of work, **Budget Credibility**, intersects with both of these initiatives. On the one hand, Budget Credibility builds evidence and advocacy at a global level to bring the attention of relevant stakeholders to the issue. On another, it contributes to understanding and addressing the budget credibility problems and causes relevant to specific services in SPARK countries. Budget Credibility research and advocacy are being integrated into several service delivery issues/sectors in four SPARK countries.

**The work on budget credibility is relatively new for IBP and the fiscal governance field.** Thus, we seek to **learn about budget credibility issues and their causes, what it takes to address them, and what contribution this makes to service delivery outcomes** and use the learning to inform our and our allies' work as well as inform the field. The key components of this learning are entry point-specific<sup>1</sup> case studies reflecting Budget Credibility research and advocacy efforts integrated into broader SPARK strategies in each country. The case studies from across countries will be synthesized and adapted for a toolkit that will be disseminated at the global level.

The primary **audiences** for the case studies are **budget credibility stakeholders, including IBP and its civil society partners, other CSOs, INGOs, funders, development partners, and governments, including SAIs.** More generally, the cases will be targeted at both IBP/partners and the priority audiences for the Budget Credibility toolkit.

**This ToR is for a consultant who will undertake the documentation of a country-focused case study on budget credibility and service delivery. The duration of the assignment is 30 days over 18 months period starting in late 2020.** The learning questions, case study approach, and roles and responsibilities of the consultant and IBP are articulated below.

## 2. Budget Credibility Learning Questions:

Three learning questions underpin our Budget Credibility efforts in SPARK countries and will be addressed in the case studies:

- i. **Problem analysis of credibility issues:** What are we learning about the nature of budget credibility issues and their causes for the specific service delivery programs? What actors and factors help or hinder the progress in identifying the causes of budget credibility issues?
- ii. **Addressing Credibility issues:** What are we learning about strategies and approaches that are most effective in addressing the causes of the budget credibility problem? What actors and factors help or hinder the progress in addressing the causes of budget credibility issues? How so?
- iii. **Outcomes of improved credibility:** What outcomes, including budget implementation and services for different genders, do addressing budget credibility issues lead to?

## 3. Case Study Approach:

The consultant will lead on documenting and writing up the case study, which will primarily be based on budget credibility research and analysis, ongoing program monitoring data, and perspectives and reflection by relevant stakeholders. The consultant will complement program monitoring and reflections by collecting additional evidence and insights about why change is (or isn't) **happening and what factors are contributing most meaningfully** (including those beyond our direct influence). These findings and lessons will be enriched through **periodic**

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<sup>1</sup> Entry points consist of a specific service delivery issue prioritized by a marginalized constituency, the fiscal governance system in which the issue is embedded, and the efforts that IBP is supporting to address this issue and its causes.

**convenings of actors within and across countries to compare evidence, experiences, and insights.** Building on these, the case study consultants will produce the final case studies.

The case study methodology will draw on Contribution Analysis and Realist approach for additional evidence collection, sense-making, and final analysis. IBP will provide the necessary guidance to the consultant on the methodology. The length of each case study will be no more than 15 pages. These will then be adapted for the global budget credibility toolkit by IBP.

#### 4. Roles & Responsibilities

##### **The case study consultant**

- Develop country-specific case study approach, including learning questions and work timeline in collaboration with the country and global teams
- Attend relevant engagements as necessary, collect additional data including through interviews as necessary
- Document credibility efforts and potential outcomes (responses by government and other stakeholders, credibility issues identified and steps taken to address them, any related service delivery improvements) in collaboration with country teams
- Undertake analysis to assess contribution and change factors and mechanisms
- Draft interim and final case studies

The consultant will regularly interact with the country team and the IBP MEL officer.

##### **IBP Country and Global Team**

- Develop case study methodology and template, provide guidance to case study consultants
- Develop and adapt learning questions collectively
- Share data and documentation with the consultant; facilitate contacts between the consultant and relevant stakeholders for interviews; invite/inform them about engagements
- Provide timely inputs and review of case study materials

The country team may also make other contribution to the case study.

#### 5. Timeline and Deliverables

Tentatively, the ongoing documentation will begin late in 2021 (along with budget credibility research). The case study write-up timeline will align with the country learning cycle and the toolkit production timeline. The indicative timeline for interim and final case studies below aligns with the toolkit production timeline. The assignment is for 30 days, spread over 18 months. The bulk of the consultant's efforts will go in the first and last few months of 2022. However, more specific timelines will be developed by the consultant in close collaboration with country teams. The key deliverables from the consultant include but are not limited to.

- Develop tentative case study approach and work plan (including country-specific learning questions and activity and deliverable timeline) in close collaboration with country team and MEL PO upon signing of the contract

- Draft interim case study (Q4 2022) and final case study (Q1 2023)

## 6. Qualification of Consultant

The consultant will have the following competencies

- Demonstrated knowledge and experience in fiscal governance/public financial management
- Demonstrated experience in research and documentation of civil society advocacy, social accountability efforts, government reform, or other social change processes
- Excellent English writing skills and relevant local language skills

## 7. How to Apply

Interested candidates should submit the following to [shulawale@internationalbudget.org](mailto:shulawale@internationalbudget.org) by 9 November 2021

- i. CV (3-page maximum)
- ii. Brief (1 page) cover note including relevant prior experience, availability, and daily rate
- iii. One example of relevant previous written work in English