

**Draft Terms of Reference (TOR)**  
**Municipal Development Partnership for Eastern and Southern Africa**  
**Participatory Budgeting Peer Learning Initiative in Sub-Saharan Africa**  
**July – December 2008**

*[Instructions: Please complete the fields below of activity summary table, which are not specified as “filled by WB]*

Econsult#: <i>[Filled by WB]</i>	
Activity Title: <b>Guidelines on Implementing Participatory Budgeting Step by Step in Sub-Saharan Africa</b>	
TTL Name: <i>[Filled by WB]</i>	
WBS Title: <i>[Filled by WB]</i>	Project Code: <i>[Filled by WB]</i>
Name of Company: Municipal Development Partnership for Eastern and Southern Africa	
Vendor Number: <i>[Filled by WB]</i>	Type of appointment: <i>[Filled by WB]</i>
Contact Person Name: <b>George Matovu</b>	Total Contract Amount: US\$20 000
Contact Person Email: <b>&lt;gmatovu@mdpafrica.org.zw</b>	
Contact Person Mailing Address: <i>Address</i> <i>City: Harare</i> <i>State</i> <i>Country: Zimbabwe</i> <i>ZIP Code</i>	
Currency: USD	Total Budget:
Begin Date:	End date:
HR – Procurement Policies for Sole/Single Sourcing <a href="http://intresources.worldbank.org/INTGSDPROCUREMENT/Publications/20323545/singleSourceSoleSource.pdf">http://intresources.worldbank.org/INTGSDPROCUREMENT/Publications/20323545/singleSourceSoleSource.pdf</a>	

**Figure 1: Activity Summary Table**

### 1. Background

Since its introduction in Brazil, Participatory Budgeting (PB) has been one of the most recognized innovations from developing countries in promoting citizen demand for good governance. It has since been embraced by many other countries in Latin America, North America, Europe, Asia, and more recently Africa. Underlying this success is the recognition that PB is an effective policy instrument for responsive governance, offering a platform for citizens to learn about public expenditure management, voice their preferences in budget planning, scrutinize procurement and monitor the delivery of services and infrastructure.

While participatory budgeting is evolving rapidly throughout these regions in multiple forms and shapes, there is a growing recognition of the need to create spaces where practitioners can share their innovations and lessons to overcome common challenges more effectively, particularly in the Africa continent. Taking this into consideration, and building upon successful peer-to-peer learning programs, the key development partners of the Africa Regional Seminar on Participatory Budgeting launched a pilot Mutual Learning Initiative in March 2008.

The overarching objective of this initiative is to promote South-South cooperation and learning on good governance by means of facilitating peer learning among policy-makers, practitioners, and researcher on the subject of Participatory Budgeting. By creating a space of mutual learning in the field of participatory budgeting, this initiative expect to:

1. Launch a peer-to-peer platform for direct cooperation between Africa and Latin America, which could help transferring and development new capacities;

2. Enable participating institutions to enhance their capacity by means of sharing their innovations and lessons, as well as developing new knowledge and skills; and,
3. Contribute to improving good governance by means of strengthening budget transparency and literacy, citizen's voice in public expenditure management, and independent oversight of service delivery and infrastructure.

This initiative was built based on a demand-driven approach help the participating institutions to reflect upon areas which they could learn from other peers, and which they could share their own experience. During the course of the Durban Seminar, participants from the African continent were invited to partner with each other to form clusters based on common peer learning objectives. Each cluster was subsequently paired up with one or more Latin American institutions to develop a preliminary proposal on a peer-to-peer mutual action learning activities. An evaluation committee short listed those preliminary proposals which were subsequently invited to develop full peer-to-peer learning proposals. After an interactive quality review process, final proposals were presented and selected to receive funding from the World Bank.

## **2. Objectives and Impacts**

The key objective of the proposed project is to learn Brazilian participatory budgeting methodologies and adopt them to Sub-Saharan African context and realities. The project will facilitate the knowledge transfer of the Brazil experience in PB to Maputo, which launched PB in early 2008. Subsequently, Maputo will disseminate this knowledge to the rest of Sub-Sahara Africa, especially since the Mayor of Maputo is the Deputy Chairman of the United Cities of Local Government of Africa. It is also expected that this project will bring good understanding to the beginners about details on the participatory budgeting steps. The proposed project should bring a lot of benefits in sense that it will:\

- Help each institution to implement participatory budget based on a widely approved methodologies and adapt them to local realities. This is also an opportunity to learn from others errors and avoid them to occur with the beginners;
- Harmonize steps on implementing participatory budgeting to and by several countries. This will make it possible to compare and document experiences developed in different countries, important task for organizations like MDP and World Bank responsible for dissemination of knowledge; and
- Maximize resources and benefits of transferring knowledge to Sub-Sahara Africa and interacting with many people at considerable low cost.

## **3. Tasks, Responsibilities, and Outputs**

Task A: Identifying and documenting good PB practices from both Sub-Saharan African and Latin American countries, particularly Brazil, and on the basis of these good practices then develop guidelines on implementing PB step by step

Responsibility: George Matovu, Municipal Development Partnership for Eastern and Southern Africa, Harare, Zimbabwe  
Mr. Eduardo Nguenha, Municipal Finance Expert, Maputo City Council, Mozambique;  
Ms. Ana Luiza Nabuco, Coordinator, Municipality of Belo Horizonte, and Brazilian PB Network, Brazil  
Mr. Galo Ramon, Mayor, Cotacachi, Ecuador

Output/Product: A How-to Manual on implementing PB step by step learning from the experience of Brazil and adapting it to the Sub-Sahara context.

Timeframe: Start: August 1/End: Sept 15

Task B: Based on the above, to build capacity of participating municipalities in Sub-Saharan Africa to implement PB step by step as indicated in the manual

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Responsibility: George Matovu, Municipal Development Partnership for Eastern and Southern Africa, Harare, Zimbabwe  
Mr. Eduardo Nguenha, Municipal Finance Expert, Maputo City Council, Mozambique;  
Ms. Ana Luiza Nabuco, Coordinator, Municipality of Belo Horizonte, and Brazilian PB Network, Brazil  
Mr. Galo Ramon, Mayor, Cotaccachi, Ecuador

Output/Product: Evaluation and progress reports in the implementation of PB in the participating municipalities in Sub-Sahara Africa.

Timeframe: Start: Sept 16/End: Nov 30

Task C: Presentation of the project findings via VC including the impact/outcomes and lessons learnt as well as the way forward.

Responsibility: George Matovu, Municipal Development Partnership for Eastern and Southern Africa, Harare, Zimbabwe  
Mr. Eduardo Nguenha, Municipal Finance Expert, Maputo City Council, Mozambique;  
Ms. Ana Luiza Nabuco, Coordinator, Municipality of Belo Horizonte, and Brazilian PB Network, Brazil  
Mr. Galo Ramon, Mayor, Cotaccachi, Ecuador

Output/Product: A proceedings report generated from the VC meeting

Timeframe: Start: Dec 01/End: Dec 15

#### **4. Deliverable Plan**

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<i>Tasks</i>	<i>Responsibility</i>	<i>Output/Product</i>	<i>Timeframe</i>	<i>Disbursement</i>
<i>Task A: Identifying and documenting good PB practices from both Sub-Saharan African and Latin American countries and on the basis of these good practices develop guidelines on implementing PB step by step in Sub-Sahara Africa</i>	<p>George Matovu, Municipal Development Partnership for Eastern and Southern Africa, Harare, Zimbabwe</p> <p><i>Mr. Eduardo Nguenha, Municipal Finance Expert, Maputo City Council, Mozambique;</i></p> <p><i>Ms. Ana Luiza Nabuco, Coordinator, Municipality of Belo Horizonte, and Brazilian PB Network, Brazil</i></p> <p><i>Mr. Galo Ramon, Mayor, Cotaccachi, Ecuador</i></p>	<i>A How-to Manual on implementing PB step by step in Sub-Sahara Africa.</i>	Aug 1-Sept 15	40%
<i>Task B: Based on the above, to build capacity of participating municipalities to implement PB step by step as indicated in the manual</i>	<p>George Matovu, Municipal Development Partnership for Eastern and Southern Africa, Harare, Zimbabwe</p> <p><i>Mr. Eduardo Nguenha, Municipal Finance Expert, Maputo City Council, Mozambique;</i></p>	<i>Evaluation and progress reports in the implementation of PB in the participating municipalities in Sub-Sahara Africa.</i>	Sept 16-Nov 30	50%

	<p><i>Ms. Ana Luiza Nabuco, Coordinator, Municipality of Belo Horizonte, and Brazilian PB Network, Brazil</i></p> <p><i>Mr. Galo Ramon, Mayor, Cotaccachi, Ecuador</i></p>			
<p><i>Task C: Presentation of the project findings via VC including the impact/outcomes and lessons learnt as well as the way forward.</i></p>	<p>George Matovu, Municipal Development Partnership for Eastern and Southern Africa, Harare, Zimbabwe</p> <p><i>Mr. Eduardo Nguenha, Municipal Finance Expert, Maputo City Council, Mozambique;</i></p> <p><i>Ms. Ana Luiza Nabuco, Coordinator, Municipality of Belo Horizonte, and Brazilian PB Network, Brazil</i></p> <p><i>Mr. Galo Ramon, Mayor, Cotaccachi, Ecuador</i></p>	<p><i>A proceedings report generated from the VC meeting</i></p>	<p><i>Dec 01-Dec 15</i></p>	<p><b>10%</b></p>

**5. Budget Breakdown**

*[Instructions: Please open the excel table below and input the information according to the categories: fees, travel, miscellaneous. In blue, just an example for reference]*

*[We will request the team to submit a more detailed budget (we have been doing this with other teams who have been selected for funding) once we know if they have been selected for funding. The WB will fund 20]*

Expenditure Category	1 <sup>st</sup> Date for Disbursement		2 <sup>nd</sup> Date for Disbursement		Last Date for Disbursement	
	Requested amount	Cash or non-cash contribution	Requested amount	Cash or non-cash contribution	Requested amount	Cash or non-cash contribution
Coordination	500.00					
Travel/subsistence	16,000.00					
Workshops, publication and dissemination	3,000.00					
Other expenses (Give explanation in the box below)	500.00					
<b>Total</b>	20,000					

**6. Reporting Responsibilities**

The “vendor” will work under the direct supervision of André Herzog, Sr. Urban Specialist/WBISD, and Hiam Abbas/WBISD.

**7. Contract Conditions**

The “vendor’s” contract will start on [date] and end on [date]. The “vendor” will be paid according to the successful implementation of the deliverable plan stayed above.

**8. Selection Justification**

[to be completed by WB]

**9. Supporting Documents**

*[Once we know if the team has been selected we will request them for this information. This is what we have been doing with the teams that have already secured funding.]*

*[Instructions: Please attach the following supporting documents: a) technical proposal; and, b) CVs of all technical team]*