

# Policy Implementation & Finance



# Policy Implementation and Finance

The purpose of this toolkit is to help readers to track policy implementation, including budget allocations, to ensure that the poor and vulnerable are benefiting as specified in the agreed policy.

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## The Climate Change Advocacy Toolkits

These toolkits aim to guide and support civil society actors in the South in their efforts to advocate for pro-poor climate policies. They include a mix of:

-  instructions on how to plan and conduct advocacy interventions,
-  a range of case stories on how civil society works to influence climate change policy-making, and
-  references for further reading.

The toolkits are developed and published by *Southern Voices on Climate Change*. Since 2011, this Programme has supported around 20 civil society networks in the global South to advocate for climate policies that benefit poor and vulnerable people. The Programme is implemented by the Climate Capacity Consortium, comprised of four Danish and two international NGOs, with CARE Denmark as lead agency, and IIED as co-publisher of the toolkits. Funding is from DANIDA from the Danish climate finance envelope.

Further information on the Southern Voices networks and the Programme is available at [www.southernvoices.net](http://www.southernvoices.net)



## Introduction

Getting governments to adopt new climate change policies and legislation is only half the battle. All too often, policies sit on a shelf in some ministry office gathering cobwebs. They might get dusted off every so often and a new commitment announced, but there is still little sign of them being implemented on the ground. If we are to make a real difference to climate change and the lives of those affected, we have to advocate for policy implementation.

Most funding for climate change activities from national budgets and international sources is channelled through government institutions and programmes. As a result, it is important for civil society to monitor (and influence) the delivery of national climate change initiatives to ensure that they are transparent, accountable and effective. This includes projects and programmes, finance strategies, policies and the functioning of structures and institutions.

Tracking national budgets for climate change expenditure has been an effective advocacy tool in some countries, whilst monitoring the implementation of national government climate change policies has worked in others. In some instances, civil society networks have conducted monitoring themselves, and in others they have worked with local communities to do so.

Establishing National Implementing Entities to access Adaptation Fund finance has been a key focus for some countries in the South because of the Fund's principle of 'direct access' that allows accredited national institutions to access funding directly without going through a regional or multi-lateral intermediary. This issue will become increasingly relevant as the Green Climate Fund is expected to develop similar funding principles.

Civil society needs to monitor the transparency, accountability and effectiveness of national climate change initiatives



## Overview of challenges and approaches

The first step to addressing implementation is to identify the reasons why it's not happening or not meeting the expectations of civil society. Is it because:

- Funds have not been allocated in the national budget to implement the policy?
- Funds have not been devolved to the bodies responsible for implementation, such as local government?
- The implementing bodies are not using the funds in the way that national policy and budgets intended?
- The responsible ministries have not developed implementation plans?
- Ministries and other implementing bodies have weak capacity for implementation, in particular, a lack of appropriate staff and staff skills?
- There is no suitable body or structure established to carry out the effective implementation of the policy?
- There are no official monitoring mechanisms to provide data on what is being done, so the responsible officials are not being held to account by ministers or parliament?
- There is a lack of transparency on implementation plans, budgets and monitoring data so that the public are unable to hold governments to account?
- Any other reasons?

There probably will be multiple blocks to policy implementation, but we need to come up with a diagnosis before we can identify the cure.



## Implementation and funding bodies

What are the bodies responsible for implementing climate change policy and legislation, and what are their mandates? Are there structures in place to coordinate activity or distribute funding? Who is responsible for monitoring progress and reporting to the government, parliament or the public?

You may have to advocate for the establishment of a new body or designation of an existing body (see Case Study 1 below) or you may have to advocate for existing bodies to be strengthened, given more funds or made more transparent. In Case Study 2, the main barriers were identified as lack of coordination between key ministries and inadequate finance. In Case Study 3, strengthening the capacity of the responsible government ministry was seen as the best way forward.



### Case Study 1. Establishing a National Implementing Entity in Senegal

During the 9th meeting of the Adaptation Fund Board in Germany in March 2010, Senegal secured official accreditation for its nominated National Implementing Entity (NIE): the Centre de Suiivi Ecologique (CSE). CSE now provides direct access to those in Senegal seeking support from the Adaptation Fund. Funding can be used to strengthen the institutional capacity of government bodies or other stakeholders and also to build the resilience of vulnerable populations.

The National Climate Change Committee (COMNAC) in Senegal is composed of government bodies, civil society organisations, the private sector and international institutions such as UNDP. COMNAC nominated CSE to be the NIE because CSE is not a state body and receives funding from multiple sources, including multilateral institutions and the private sector. CSE already had a good reputation for transparency, so CSOs and other stakeholders in Senegal supported its nomination.

In addition to their involvement in the NIE selection process, CSOs also provide advice and technical support, and play a 'watchdog' role over adaptation project implementation. For example, ENDA, as part of the Adaptation Fund Network, conducted research to identify suitable environmental, institutional, social and economic indicators for measuring the impact of projects.

Key steps for ensuring strong CSO involvement in the NIE selection process are as follows:

1. A dynamic civil society is needed. This should get engaged in the process of NIE accreditation and encourage the involvement of all stakeholders and beneficiaries.
2. Work with government to build a strong national climate change institutional framework.
3. Prepare an organisation for NIE nomination which has a good reputation for transparency and a high absorptive capacity, and can meet the Adaptation Fund's fiduciary standards. An existing governmental body is unlikely to meet these criteria.
4. CSOs should work to demonstrate the advantages of NIEs, in terms of ownership and capacity, to policy makers.

Further information: <http://cdkn.org/resource/cdkn-inside-story-direct-access-to-the-adaptation-fund-lessons-from-accrediting-nies-in-jamaica-and-senegal> and <http://svr-web.cse.sn/>

Source: Moussa Diogoye Sene, ENDA



## Case Study 2. Overcoming the hurdles to funding energy efficiency in Indonesia

Poor coordination between ministries, sectors and government agencies responsible for climate change policy formulation and implementation is a common problem in many countries. Indonesia, for example, has an energy efficiency policy - the National Energy Conservation Masterplan - that holds great potential in terms of reducing the country's emissions, but the agencies with key roles in making potential benefits from this policy a reality had not come together to discuss the practicalities of this. As a result, implementation of energy efficiency activities was lower than anticipated.

In 2013, the Institute for Essential Services Reform in Indonesia (IESR) brought together some of the key stakeholders to try and find ways past the blockages to policy implementation. These stakeholders included financial institutions, technology suppliers, energy conservation experts, energy services companies and Ministry of Finance and other government agency officials. All were asked what they required to make policy implementation a reality. For example, the private sector was asked what they needed to support investment; the banks were asked what they needed to make loans. IESR facilitated discussions, providing them with opportunities to suggest solutions to unblocking some of the logjams.

The banks are now considering establishing technical assistance units for energy efficiency loans, an area where their lack of experience has limited loan approval. The Ministry of Finance has committed to establishing a revolving fund for energy efficiency which will be operational in 2014.

Key lessons include:

- The simple idea of bringing people together to unblock logjams can be very effective.
- The need to be flexible with lobbying activities. For example, if new government agencies are established this will require a re-focusing of advocacy efforts.
- The facilitating agency must have a vision of what they want to achieve. IESR are experts in the field so were able to offer suggestions to unblock logjams. They were able to do this because they were well prepared.
- Don't be a 'teacher' but rather offer suggestions to tackle logjams. Finger pointing or blaming and shaming doesn't work in Indonesia. Gaining government trust is a more effective way to influence things. A different ministry has since approached IESR for advice on a related issue so their role as trusted advisors is growing.

Further information: [www.iesr.or.id/english/2013/02/developing-an-energy-efficiency-financing-scheme-in-indonesia/](http://www.iesr.or.id/english/2013/02/developing-an-energy-efficiency-financing-scheme-in-indonesia/)

Source: Henriette Imelda, IESR



## Case Study 3. Partnering with government to help indigenous communities in Colombia adapt

Colombia's indigenous population is particularly vulnerable to climate change. Central government is responsible for formulating and implementing policy and adaptation actions, but it does not have the technical capacity to do this, so an alliance between Klimaforum Latinoamérica Network (KLN) and the Ministry of Environment and Sustainable Development was established to implement pilot adaptation activities with indigenous communities. This 2013 project was based on methodologies developed by KLN, but the Ministry funded and also provided technical support for its implementation. Co-financing from other sources is expected for 2014-2017.

To make this advocacy activity a success, KLN needed a strong understanding of vulnerability in the target area, and good knowledge of appropriate methodologies to use and NGOs to work with during implementation. Pilot project evaluation was essential to inform project adjustments and multiply activities at the local level. Maintaining a local focus for activities was also important: adaptation actions are based on local conditions rather than on national policy, and local people need to be included in adaptation planning.

For more information: <http://klnred.ning.com/group/ic4>

Source: Manuel Guzmán-Hennessey, KLN and CANLA; Mónica López Baltodano, Centro Humboldt and SUSWATCH/CANLA



## Budget tracking

It is a sad fact that little is achieved in governments unless there is a budget attached. With a few exceptions, policies only have an impact when they are translated into the delivery of goods and services, or the enforcement of regulations, which all costs money. Monitoring government budgets relating to climate change commitments can thus be a good way to hold the government to account on whether or not it is serious about addressing climate change.

Even if a budget is allocated from the Ministry of Finance (or equivalent) or donor agency, a lot can happen as it flows down the pipeline to the lead ministry and then to the relevant departments and other implementing bodies. Money can be held up in bottlenecks (itself an indicator of other implementation problems), diverted to other issues, swallowed up by administration costs and consultant fees, or it can just get lost in vague budgeting processes.

### Getting access to information

It is likely that your first task will be to get access to the information you need. Just asking can sometimes get results, but if not, parliamentarians can be allies and your country may have an Auditor-General or equivalent who could be approached.

Governments differ in the degree of transparency they adopt over budgeting and spending, especially when it comes to getting into the details. Publicly released figures are often just summaries.

A key challenge for monitoring expenditure on climate change is determining which activities are climate change related and which are 'development as usual'. For example, in Indonesia although there are plans to introduce climate-specific budget codes to help identify where climate change allocations are going, this has not yet occurred. In many instances, climate change projects look the same as development projects on the ground (for example, coastal protection or drought management projects), so you might be looking for a false distinction. You need to be clear about what you are trying to monitor: how much additional funding is being made available for new climate change initiative, or how much climate change is modifying the way existing budgets are being spent (for example, introducing climate change into the school syllabus may be mainstreamed into the existing education budget).

### Analysing the figures

The second challenge is to analyse the budgets to see if they are adequate to deliver the promised programmes. Depending on what the budgets are intended to achieve, you could do some simple calculations to see the average allocation per district and what that could/should be spent on, or cost out a typical activity and see how many could be achieved with the budget available. A more sophisticated analysis is possible. The end result should be a credible budget assessment that you can use in your advocacy (to advocate for more or better targeted funds) and to identify what outputs and outcomes should be expected from current budget allocations (so you can track implementation).

Budget analysis, however, is a specialised skill, and it may be necessary to partner with those with these skills, such as academics, in order to ensure the analysis is good enough. Specialist help may be needed to identify if budget allocations are being reclassified as climate change related but with no actual change in practice, or if money for climate change activities is being diverted from valuable social programmes such as health or education. One approach, informed by experiences from Ghana, is for a core group of civil society organisations to follow the processes leading to the development of the annual government budget on behalf of wider civil society. This core group could find ways of feeding into the various departmental draft budgets before the final draft budget, with follow-up to see if their input has been adopted. After the budget is presented to parliament, the core group conducts an analysis of the budget from a climate change perspective, sharing their analysis amongst the wider civil society group for comments, and eventually publicising it at a press conference as well as submitting it to the relevant ministries.

Questions you can ask about government spending on climate change <sup>1</sup>	
Budget focus	Questions to ask
<b>priority given</b> to a climate change related policy	<ul style="list-style-type: none"> <li>● What share of available funds is allocated to this policy compared to other functions?</li> <li>● Is this in line with the government's policy promises?</li> </ul>
<b>adequacy of spending</b> on a climate change related policy	<ul style="list-style-type: none"> <li>● How much has the government allocated to this policy?</li> <li>● Is it enough?</li> <li>● Are the government's allocations keeping up with inflation?</li> </ul>
<b>equity of spending</b> on a climate change related policy	<ul style="list-style-type: none"> <li>● Is per capita spending on this policy distributed fairly among different provinces?</li> <li>● Is spending targeted to those most in need?</li> </ul>
<b>efficiency of spending</b> on a climate change related policy	<ul style="list-style-type: none"> <li>● Are allocated resources actually being spent?</li> <li>● Is the right mix of inputs (early warning systems, coastal protection, salt resistant crops...), being used to deliver outputs (pro-poor adaptation, improved resilience...) in the most efficient way?</li> </ul>
<b>technical and financial additivity</b> in budget lines	<ul style="list-style-type: none"> <li>● Do the activities funded as climate change make technical adjustments for the effects of climate change, as opposed to following business as usual?</li> <li>● Are adequate funds allocated to cater for the adjustments necessary as a result of climate change?</li> </ul>



## Case Study 4. Analysing the national budget for climate change allocations in Malawi

Following an analysis of the draft 2011/2012 national budget in Malawi, it became clear that the allocation of public resources to climate change and environmental management programmes had stagnated over recent years and was inadequate. This inspired policy advocacy and lobbying activities for increased allocation of resources to the environmental sector before the budget was passed.

The analysis was initiated by the Centre for Environmental Policy and Advocacy, the Malawi Economic Justice Network and Christian Aid, and looked at allocations to the Ministry of Natural Resources, Energy and Environment, and the Department of Environmental Affairs, which are the key bodies responsible for coordinating issues relating to the environment and addressing the negative effects of climate change. The study also analysed public resources allocated to sectors identified in the National Adaptation Programme of Action (NAPA).

**Analysing the draft national budget** explored links between approved Government of Malawi policies and national budgetary allocations, and provided a basis for monitoring budget expenditure during the implementation period.

Many of these meetings brought together groups responsible for resource allocation with those responsible for making and implementing policies. The analysis helped parliamentarians to lobby for more resources for the key sectors identified in the NAPA.

**Conducting the analysis had its challenges.** Much of the budget material was overly summarised to the extent that it only highlighted planned outputs and objectives. It was therefore difficult to determine exact allocations to specific NAPA interventions. Many sectors also inadequately defined indicators for measuring the outcomes of their budget actions from one year to the next. This meant it was difficult to determine the extent to which critical NAPA interventions were implemented through sectoral budget lines over time. Comparability of budget allocations across programmes and/or institutions was also difficult because of frequent structural changes in the budget framework. This meant it was difficult to isolate trends in budget allocations over time. For instance, some sectors had been amalgamated in the 2011/12 financial year while others had been separated or changed altogether.

Source: *Southern voices on climate policy choices: analysis of and lessons learned from civil society advocacy on climate change* authored by H. Reid, et al. in 2012 and published by IIED in London.

1. Source: Adapted from *Monitoring government policies: A toolkit for civil society organisations in Africa* by CAFOD, Christian Aid and Trocaire.



## Monitoring policy implementation

How do we know what is actually being done? How do we know what the impact is? To turn policies into action, governments usually need another layer of documents that are more time-bound and action-oriented. These explain what measures a government is putting in place to get the results it wants, and may include budget documents, regulations or programme plans. Gathering evidence on how a policy is being implemented usually requires understanding how these other instruments are being used. Government reports, independent evaluations, and past media coverage or monitoring activities are useful sources that can shed light on how well a policy has been implemented, but sometimes we may need to gather evidence ourselves or support communities to monitor what is happening on the ground.

### Accessing information / Documents to monitor policy implementation<sup>2</sup>

It is not easy to monitor policy implementation when you cannot get access to relevant information. Here are some steps you can take to secure enough information to allow you to move forwards.

Information challenge	Possible actions
The policy documents exist but you can't gain access to them	<ul style="list-style-type: none"> <li>● Invoke access to information laws (if they exist).</li> <li>● Lobby government information offices.</li> <li>● Make formal requests in writing to the government departments in question for access to the documents and keep a record of your efforts.</li> <li>● Ask the media to report on your denial of access to policy information.</li> <li>● Talk to other civil society organisations: do they have copies or know who does?</li> <li>● Talk to powerful stakeholders inside or outside government: do they have copies or could they help put pressure on someone who does?</li> <li>● Develop closer relationships with key people in relevant government departments and convince them that they can benefit from your work.</li> <li>● When you can afford to do so, support relevant government department programmes through cost sharing to build confidence and trust in you in order to secure documents/information.</li> <li>● Publish existing documents from other sources that are credible but expose critical issues. This can result in an attempted rebuttal through making the documents available.</li> </ul>
You can access the policy documents, but they are incomplete or unreliable	<ul style="list-style-type: none"> <li>● Supplement the documents with information from other sources, including reports or data from other government departments, civil society organisations, international bodies, universities, etc.</li> <li>● Develop or bring in external analytical abilities (for example a statistician from a local university) to study the data and assess what can/cannot be used.</li> <li>● Interview government officials to clarify and fill in what is missing from documents or explain discrepancies.</li> </ul>
The policy information you need does not exist/ has not been recorded	<ul style="list-style-type: none"> <li>● Develop your own survey or hold workshops, focus group discussions and make observations to gather relevant information. For example, Public Expenditure Tracking Surveys can be used to find out if public funds have been spent in line with government policies.</li> <li>● See if you can use existing information sources (such as household survey data) to extract the information you need.</li> <li>● Advocate for better information: call on government to begin recording the kind of data needed to monitor policy implementation.</li> <li>● Develop and publicise your own policy alternatives. This can trigger action from the relevant government institution.</li> </ul>

2. *Idem*





## Case Study 5. Tracking commitments to reducing emissions in Indonesia

In 2009, the Indonesian government pledged to reduce national emissions by 26 per cent, a commitment that would rise to 40 per cent if the international community provided more support. The National Agency on Planning and Development developed a National Action Plan as a result and established a Secretariat for plan implementation. Different ministries were assigned the task of realising these emissions reductions. For example, the Ministry of Energy and Mining Resources has to plan renewable energy and energy efficiency activities accordingly. The National Agency on Planning and Development developed a mechanism to do monitoring, evaluation and reporting, but data availability makes developing greenhouse gas emission inventories difficult.

The Institute for Essential Services Reform in Indonesia (IESR) has been working to ensure these commitments are met by tracking their implementation. They ran policy dialogues at which government was asked to report on national level activities, and at which some of the donors who had helped with local level capacity building for plan implementation helped explain what had been achieved. It emerged that progress had been made in the energy and forestry sectors, but that other sectors had been less transparent with their plans and activities.

Key lessons include:

- Building networks with key stakeholders – government and others – is essential. Understanding these stakeholders and their roles is vital, as is finding the right contacts and identifying the people responsible for key tasks.
- Fully understanding the international, national and local regulations in place and how they link to each other is essential for monitoring regulation implementation.
- Good relations between government and civil society facilitates open dialogue and hence advocacy opportunities. It is important not to misuse government trust. Pointing fingers and apportioning blame does not work in Indonesia. When NGOs criticised government, this reduced opportunities for dialogue and hence influence.
- Offering solutions rather than criticism is more constructive, but don't tell the government you are smarter than them or know better.
- Sharing credible and reliable information cultivates trust from government, but diplomacy is required to ensure their collaboration and cooperation.

Further information: [www.iesr.or.id/english/2013/09/public-discussion-progress-of-implementation-on-national-action-plan-to-reduce-greenhouse-gases-emissions/](http://www.iesr.or.id/english/2013/09/public-discussion-progress-of-implementation-on-national-action-plan-to-reduce-greenhouse-gases-emissions/)

Source: Henriette Imelda, IESR



## Case Study 6. Civil society monitoring of REDD in the Ivory Coast

In June 2011, the Ivory Coast was admitted to the UN-REDD Programme and discussions with stakeholders were initiated to develop a framework on REDD. The local NGO JVE (*Jeunes Volontaires pour l'Environnement*) felt civil society had not been sufficiently involved in the process so undertook to address this. JVE first organised a meeting of Ivorian civil society with a dozen members in attendance. This meeting took place on the symbolic date of 11/11/11 and NGOs attending issued a statement. Following this JVE requested technical information and support from its international secretariat based in Togo. With assistance from the Norwegian NGO NNV, the international secretariat provided funding to support monitoring activities in the Ivory Coast, facilitate networking and collect information on good practices relating to REDD.

Today JVE provides a benchmark for monitoring and advocacy activities in the REDD process. In a country with a history of conflict relating to land and forests it continues to draw attention the rights of communities and to ensure that REDD does not become a source of conflict. Effective information sharing, lobbying, using social media, seeking and exchanging views with others before any action, and maintaining accountability to groups represented have all been central to JVE's successes. Affiliations with political parties and dissemination of false or unverified information should be avoided at all costs.

Source: Ange David Emmanuel Baimey, JVE Cote d'Ivoire



## Community monitoring

If our concern is to see change evident on the ground, benefiting local communities, then often the people best placed to monitor that impact are the local communities themselves. Not only can they gather first-hand evidence, but the act of being involved in monitoring policy implementation can help empower them to raise their voices and be heard by policy makers and implementers (see *Climate Change Advocacy Toolkit No. 8: Supporting Local Voices*).

Communities may need support to be able to do this – educating them about the issues and providing information on what they should be looking for, training in monitoring and documentation, financial support for local transport and recording equipment, encouragement and feedback, and sometimes legal and campaigning support if communities get harassed or victimised as a result of their monitoring activities. Setting up local climate change policy monitoring groups may help to spread the workload, provide peer support and make the process more sustainable in the long term.



## Case Study 7. Participatory video in Zimbabwe

Community-based adaptation in Africa project activities in Zimbabwe involved a number of innovative ways to raise awareness about climate change. Participatory video was used for project monitoring and evaluation. Community members made videos that were shown to other communities and also to policy makers. They were also played at various national and international meetings and made available on YouTube.

Source: Sherpard Zvigadza, ZERO



## Further information and resources

*Monitoring government policies: A toolkit for civil society organisations in Africa* by CAFOD, Christian Aid and Trocaire, explores the three main components of policy monitoring work: gathering evidence, analysing evidence, and influencing policy decisions. It begins by examining the concepts of policy monitoring, and identifying problems and corresponding solutions. It contains a section (including several tools) on analysing policy budgets and on gathering evidence on policy implementation using interviews and surveys. Download here: [www.participatorymethods.org/resource/monitoring-government-policies-toolkit-civil-society-organisations-africa](http://www.participatorymethods.org/resource/monitoring-government-policies-toolkit-civil-society-organisations-africa)

*Participatory Monitoring, Evaluation, Reflection and Learning for Community-based Adaptation: A manual for local practitioners*. CARE International, 2014. [www.careclimatechange.org/files/CARE\\_PMERL\\_a\\_revised\\_manual.pdf](http://www.careclimatechange.org/files/CARE_PMERL_a_revised_manual.pdf)

The Ecumenical Advocacy Alliance has compiled a list of resources to help with advocacy (not climate change specific). See here: [www.e-alliance.ch/en/s/advocacy-capacity/resources/](http://www.e-alliance.ch/en/s/advocacy-capacity/resources/)

### Further guidance for budget analysis

*Budget Monitoring and Expenditure Tracking Training Manual*, a resource developed by the Civil Society for Poverty Reduction in Zambia. By S. Membe (May 2004).

*Budgets: Revenues and Financing in Public Service Provision*. A guide to budgets, from the budget cycle, revenue and taxes to fiscal decentralisation and local revenue justice. ActionAid. [www.actionaid.org/publications/budgets-revenues-and-financing-public-service-provision-hrba-governance-resources](http://www.actionaid.org/publications/budgets-revenues-and-financing-public-service-provision-hrba-governance-resources)

*Introduction to Applied Budget Analysis*, compiled by Len Verwey and Marritt Claassens (2005) Cape Town: Idasa. This manual provides an overview of government budgeting. Designed for civil society groups who want to monitor budget processes, it introduces the main concepts and terminology of budgeting, defines an open budgeting system, outlines the main forms of participation in budget processes and introduces basic skills for budget analysis. [www.u4.no/recommended-reading/introduction-to-applied-budget-analysis/](http://www.u4.no/recommended-reading/introduction-to-applied-budget-analysis/)

*Monitoring government budgets to advance child rights: A guide for NGOs*, compiled by Judith Streak (2003). Cape Town: Idasa.

The **Gender Budget Project** looks at whether government budgets promote women's equality or exacerbate women's inequality. [www.unpac.ca/gender/learnmore.html](http://www.unpac.ca/gender/learnmore.html) – you can also download *Engendering Budgets: A Practitioner's Guide to Understanding and Implementing Gender-Responsive Budgets*, by Debbie Budlender and Guy Hewitt (2003).

The **International Budget Partnership** collaborates with civil society around the world to analyse and influence public budgets in order to reduce poverty and improve the quality of governance: [www.internationalbudget.org](http://www.internationalbudget.org) – see especially *A Guide to Budget Work for NGOs*.

The **ODI Centre for Aid and Public Expenditure** helps to shape and drive the agenda for efficient and effective public development spending at country level: [www.odi.org.uk/pppg/cape](http://www.odi.org.uk/pppg/cape)

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## Toolkits in this series

Toolkit 1: Start Here! Introducing Advocacy and the Climate Change Advocacy Toolkits

Toolkit 2: Planning Advocacy

Toolkit 3: Framing the Debate: Messages and Communication

Toolkit 4: Strengthening Advocacy Networks

Toolkit 5: Influencing Decision Makers

Toolkit 6: Engaging the Public

Toolkit 7: Engaging the Media

Toolkit 8: Supporting Local Voices

Toolkit 9: Policy Implementation & Finance

## Have your say

Readers are invited to provide feedback on the Advocacy Toolkits and experiences of their use at the Southern Voices discussion forum: <http://forum.southernvoices.net/categories/toolkit>









**Strengthening southern voices in  
advocating climate policies that  
benefit poor and vulnerable people**



Funded by DANIDA and implemented by the Climate Capacity Consortium comprising of CARE Danmark, DanChurchAid, IBIS, Climate Action Network International, International Institute for Environment and Development, Danish Organisation for Sustainable Energy, and the Danish 92 Group – Forum for Sustainable Development.

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