

## Terms of Reference for Consultant

### **Title of Procurement: Budget Practices and Procedures Survey Administration in Africa 2025**

**May - November 2025**

**Location: Centurion, Gauteng, South Africa /Remote**

## **ABOUT US**

The Collaborative Africa Budget Reform Initiative (CABRI) is an intergovernmental organization that supports African ministries of finance and other government entities, to build public finance management capabilities through peer learning and knowledge exchange. Our focus areas encompass achieving value for money in public spending, promoting budget transparency for greater accountability and participation, ensuring sustainable public debt management and building institutional capabilities for Public Financial Management (PFM) reform. CABRI has extensive experience working across sectors such as education, agriculture, health, extractives, infrastructure, and water, sanitation, and hygiene.

## **1. BACKGROUND**

The Collaborative Africa Budget Reform Initiative (CABRI) is preparing to conduct the 2025 Survey on Budget Practices and Procedures in Africa. Building on the assessments conducted in 2008 and 2015, The survey aims to provide an updated comparative analysis of budgeting processes and practices across African countries. To support its implementation, CABRI seeks to engage a consultant to review the existing survey instrument, administer the survey, oversee the data collection and validate responses. These analyses are expected to shed more light on current practices and processes in budget formulation processes, fiscal management practices and the role of institutions, transparency and accountability mechanisms, financial information systems and integration, budget credibility, legislative oversight, and public participation in budgeting – etc.

Public Financial Management (PFM) in Africa faces significant challenges that impede effective service delivery and hinder economic development. Weak institutional frameworks, limited fiscal transparency, misaligned budgets, and inefficient public expenditure practices have contributed to persistent fiscal deficits, undermined public trust, and compromised the delivery of essential services. At the same time, over the past 30 years, countries have adopted a wide range of PFM reforms aimed at improving fiscal discipline, allocative efficiency and support the efficient delivery of public services.

Building on the foundations of previous iterations, including those from 2008, and 2015, the survey aims to provide an updated, comparative analysis of budgeting processes and practices across African countries. The survey will enable CABRI, its members, and interested parties to conduct an in-depth analysis and contribute to research on current practices in budgeting in African countries and to identify functional challenges and opportunities for countries PFM systems.

This survey represents an effort for a collaborative approach that will facilitate the implementation of reforms and foster ongoing dialogue and mutual learning among all participants



## 2. OBJECTIVES OF THE SURVEY AND DUTIES OF THE CONSULTANT

The consultant will be responsible for the coordination and implementation of the survey, which seeks to provide an updated overview of budget practices and procedures in the African continent.

Attaining this objective will serve three main purposes. *First*, it will allow countries to take stock of their budget practices and procedures, which in turn will foster mutual learning, accountability, and comparability. *Second*, the Survey will provide an update to previous datasets, potentiating comparative analysis and identifying trends in budget practices and procedures over time. *Third*, the resulting insights will contribute towards developing Africa-specific knowledge on common budgeting practices and standards, whilst also enabling the identification of budget areas where support may be required.

The survey will be conducted through a structured online questionnaire, supplemented by targeted interviews and validation workshops. Key methodological steps include:

- Survey Design: Refining the questionnaire to align with emerging budgetary trends while ensuring comparability with previous surveys.
- Data Collection: Collaborating with country focal points to ensure comprehensive responses from national budget offices and finance ministries.
- Validation Process: Engaging country representatives in regional validation workshops to ensure data accuracy and contextual relevance.

All 54 African countries will be invited to participate in the Survey. For these Terms of Reference, CABRI is assuming a response rate of 60%. The Survey is scheduled to be launched in July 2025 and responses will be collected and monitored by the Consultant until October 2025. A senior budget official in each respondent country will be identified by CABRI to act as a survey country coordinator. Country coordinators will be tasked with compiling the answers to all the questions of the survey for their country, in consultation with other departments where necessary. Upon launching the survey, country coordinators will be provided with instructions on how to complete the survey along with a personalized username and password allowing access to the online questionnaire.

The work plan is organized in a form that ensures the existence of various checks and balances to the process of data gathering and validation, including internal quality control by the Survey Team and external peer review. Peer Reviewers will be budget practitioners with in-depth knowledge of the country in question and will be identified by the Consultant and validated by CABRI. The financial costs of peer reviewers will be assumed by the Consultant and should be included in the financial proposal.

Peer reviewers will be responsible for analysing and commenting on the survey country coordinator's responses, highlighting any points of inconsistency, factual inaccuracy, or ambiguity, hence strengthening the accuracy of the gathered data. The provisional results of the survey will also be presented at virtual validation workshops, in which the Survey Team will review and confirm the submitted data whilst clarifying any discrepancies with respondents – the country coordinators – in



one-on-one meetings. Once the data is validated, the final dataset will be handed over to the CABRI team.

Considering the above, the survey's work plan consists of data collection and validation

### 3. SCOPE OF WORK

The consultant will undertake the following tasks:

#### Review of the survey questionnaire, collection and validation of Data

The Consultant, via the Survey Team – as defined under section 4 of this Terms of Reference will be responsible for the management and implementation of the survey. In line with the lessons learned from the external review in 2015, which emphasised relevance in maintaining the survey's implementing process whilst ensuring a strong validation phase, the work plan – specifically covering the collection and validation of data – will be guided by the following key steps:

- Survey Questionnaire Design: Finalization and refinement of the questionnaire based on emerging budgeting trends. (May 2025)
- Survey Software and Website Development & Testing: Ensuring a seamless and user-friendly digital platform for data collection. (June 2025)
- Survey Launch: Distribution of questionnaires to identified country focal points. (July 2025)
- € Data Collection & Monitoring: Continuous engagement with respondents, including email follow-ups and technical support. (July 2025 – October 2025)
- Preliminary Quality Control Review: Technical consultants assess initial responses and request clarifications. (October – November 2025)
- Virtual Validation Workshop(s): Confirm responses and resolve discrepancies with country officials. (November 2025)
- Final Data Check and Database Freezing: Secure storage and final validation of collected data. (November 2025)

### 4. PERIOD OF ASSIGNMENT AND DELIVERABLES

The Consultant is expected to work in close collaboration with the CABRI Secretariat and will be assigned the following tasks:

Tasks	Deliverable	Timeframe
Collection and Validation of Data		
1.1 – Prepare/Plan the Survey Process	Inception Report	May- June 2025
1.2 – Launch the Survey	Web Questionnaire	July 2025
1.3 – Collect and Monitor Responses	Monthly Status Reports	July – October 2025
1.4 – Quality Control and Peer Review	Quality Control Report	October -November 2025



1.5 – Validation Workshop	Validation Workshop Presentation	November 2025
1.6 – Finalization of the Database	Survey Database	November 2025

## 5. REQUIRED QUALIFICATION AND EXPERIENCE

CABRI is looking for an Individual **Consultant** to coordinate and administer the survey. The consultant can sub-contract other experts/consultants for this service (including for example a research assistant, PFM experts, etc.). The Consultant will be responsible for ensuring quality control, whilst giving regular (at least monthly) progress reports to the CABRI Secretariat.

The consultant and/or subcontracted consultants should have:

- Advanced degree in Public Finance, Economics, Development Studies, or related fields.
- Minimum 5 years of experience in Public Financial Management;
- Minimum 5 years of PFM research experience, including managing and conducting Surveys, specifically web-based Surveys;
- Proven expertise in Public Financial Management (PFM) research
- Strong analytical skills
- Fluency in English and French; Portuguese an advantage
- Excellent presentation, and stakeholder engagement skills.
- Strong capacity and experience in planning and organizing Survey logistics;
- Strong capacity in data management and statistics;
- Strong knowledge of web-based Survey software tools and statistics software;
- Strong interpersonal skills and a team-oriented spirit.
- Familiarity with African budgeting processes and previous experience working with African governments or institutions is an asset.

## 6. WORKING MODE OF THE CONSULTANT

### Prepare/Plan the Survey Process:

The CABRI Secretariat will share the detailed version of the questionnaire with the Consultant once the Consultant is formally appointed, inviting final comments on the questionnaire to incorporate additional relevant aspects in current PFM and budgeting trends. The Consultant will review and refine the questionnaire in consultation with the CABRI team. Following the survey development, the consultant will test the survey tool to ensure clarity, consistency, and functionality, and incorporating any necessary adjustments before finalizing the questionnaire.

At the same time, the consultant will prepare an Inception Report detailing the survey process by the above-defined work plan/tasks. The Inception Report should include the proposed reporting templates for the Monthly Status Report. The CABRI Secretariat will review the inception report, provide comments (if any), and once satisfied, approve the inception report that will guide the entire survey process. The inception report should identify the Survey Software Tool that will be used and include the methodology for running the survey, ensuring quality, consistency, exclusiveness,



exhaustiveness, and simplicity of questions. As part of the identification of the Survey Software Tool, the Consultant will prepare an Instructions Manual and Frequently Asked Questions to facilitate the usage of the online questionnaire by survey country coordinators. The Instructions Manual and Frequently Asked Questions will be circulated to respondents upon the launching of the survey. Respondents – i.e. survey country coordinators – will be identified by the CABRI Secretariat with the support of the Survey Team. Detailed contacts of the respondents will be provided to the Survey Team before the launch of the Survey. CABRI will be responsible for the translation costs of the survey tool and the Manual.

- *Deliverable:* Inception Report to be submitted to the CABRI Secretariat by **Monday, 19th May 2025**
- *Deliverable:* Word and Web version of the reviewed BPP survey by **May 26<sup>th</sup>, 2025**

#### Launch the Survey

After the approval of the Inception Report and survey questionnaire by the CABRI Secretariat, the questionnaire will be launched and sent to respondents through the Survey Software Tool, which will electronically deliver (via e-mail) the questionnaire to the identified respondents.

- *Deliverable:* Web Questionnaire, to be administered by **mid- June- July 2025**

#### Collect and Monitor Responses

Once the Web Questionnaire is sent to respondents via the Survey Software Tool, the Survey Team will be responsible for the collection and monitoring of the survey's responses. This will imply the Survey Team's active follow-up with respondents and availability to provide technical support and assistance, whilst maintaining the operation of the Survey Software Tool. The Consultant will be required to submit Monthly Status Reports to the CABRI Secretariat, summarizing the developments in administering the survey. The Consultant is expected to be flexible in terms of the timeframe for the completion of the questionnaire, hence accommodating – to a reasonable extent – country-specific timetables.

- *Deliverable:* Monthly Status Reports to be submitted to the CABRI Secretariat **every last working day of the month**

#### Quality Control and Peer Review

One month before the survey's deadline, the Consultant will undertake a Quality Control Review of the obtained data, including the circulation of the responses to peer reviewers for further analysis. Peer reviewers will be proposed by the Consultant and validated by CABRI before initiating this phase of the project. Under the Quality Control and Peer Review, the compiled database of responses will be analysed by the Survey Team and an assessment of the strengths and weaknesses will be conducted. Responses requiring clarification will be highlighted. Further, peer reviewers, consisting of budget practitioners with in-depth knowledge of the country in question, will analyse responses, highlighting any points of inconsistency, factual inaccuracy, or ambiguity. Both comments from the Consultant and peer reviewers will be sent to country coordinators, providing the opportunity for respondents to amend answers to the questionnaire if desired. The insights obtained through the Quality Control and Peer Review will be summarized in a Quality Control Report.



- *Deliverable:* Quality Control Report to be submitted to the CABRI Secretariat by **early October 2025**

#### Virtual Validation Workshop(s)

The Quality Control Report will provide a basis for the Validation Workshop, as it will enable the identification of the survey's questions that require clarification. One-on-one meetings between the Survey Team and respondents are envisaged. These workshops will be facilitated by the Consultant in collaboration with the CABRI Secretariat. The workshop will serve the purpose of fine-tuning the results of the survey and presenting preliminary findings.

- *Deliverable:* Validation Workshop Presentation documents to be submitted to the CABRI Secretariat by **mid-November 2025**

#### Finalization of the Database

After the Validation Workshop and confirmation of inputs by the country coordinator, the Consultant will edit responses in the database to ensure its alignment with the collected insights. This will lead to the finalization and cleaning of the database. Data is expected to be presented and captured.

- *Deliverable:* Survey's Finalized and Consolidated Database to be submitted to the CABRI Secretariat by the **end of November 2025**. The final database needs to ensure that responses are readily usable for analysis (i.e. standardisation of responses including by language, where appropriate)

The above-mentioned dates may be adjusted. All final products will be submitted in English language via email as Word/excel-documents – or any other format accepted by CABRI – to the BPP survey manager, Olaniyi Olaleye ([olaniyi.olaleye@cabri-sbo.org](mailto:olaniyi.olaleye@cabri-sbo.org)). The Consultant is ultimately responsible for the timely and accurate submission of documents.

## **7. CONTRACTING**

The consultancy contract is expected to start by Monday, **the 5th of May 2025** and last until tentatively the **end of November 2025**. The total maximum duration of the consultancy is 7 months. Note that the project envisages approximately a workload of 40 full working days from the Consultant.

Interested candidates must submit their applications via e-mail: [procurementOO@cabri-sbo.org](mailto:procurementOO@cabri-sbo.org).

Deadline for submissions is by **April 7, 2025**, at 05:00PM CAT. No late submissions will be accepted.

Enquiries can be sent via e-mail: [olaniyi.olaleye@cabri-sbo.org](mailto:olaniyi.olaleye@cabri-sbo.org)

## **8. PROCUREMENT PREREQUISITE DOCUMENTATION**

The Consultant will be contracted by CABRI. The contract will be with an individual consultant, who can sub-contract joint ventures with other consultants/team members.

The proposal should include:



- A technical proposal outlining their approach, methodology, and work plan; their profile and CVs that highlight the Consultant's relevant and recent experience and qualifications of the survey team to be assigned to this project; at least two references from previous similar work
- A financial proposal detailing costs and any required resources with a breakdown between fees and expenses and indicating the number of days for each member of the Survey Team. The financial proposal should be inclusive of all costs, including taxes (i.e. VAT or income tax, etc)
- **7. ESTABLISHMENT OF THE SHORTLIST**

A shortlist of bidders will be established at the end this process. The submissions will be judged on the following criteria based on their submitted information.

<b>CRITERIA</b>	<b>POINTS</b>
1. General academic qualifications and adequacy for the proposed assignment   Curriculum Vitae	30
2. Experience in the field of Public Finance Management particularly in African countries (5 years minimum)	30
3. Experience in the specific area of the TOR (PFM research including survey-based research)	15
4. Familiarity with African budgeting processes and institutions at a regional level	10
5. Value for Money	10
6. Language proficiency in English and French. Portuguese is advantageous	5
<b>TOTAL</b>	<b>100</b>

