



GPSA IN REVIEW

May 2016



GLOBAL
PARTNERSHIP FOR
SOCIAL
ACCOUNTABILITY



WORLD BANK GROUP
Governance

CONTENTS

ACRONYMS	2
LEADERSHIP PERSPECTIVES	3
INTRODUCTION	4
GPSA AT A GLANCE	5
RESULTS MONITORING & EVALUATION	6
POLITICAL ECONOMY ANALYSIS	8
GRANT MAKING	10
PROGRESS ON THE GROUND	13
CAPACITY BUILDING	15
KNOWLEDGE & LEARNING	17
GLOBAL PARTNERSHIPS AND RESOURCE MOBILIZATION	20
PROJECTS	24
CHALLENGES AND OPPORTUNITIES	34
ANNEXES	
Annex I: Opt-in Countries	35
Annex II: Steering Committee Members	36
Annex III: Global Partners	37

ACRONYMS

AFIC	Africa Freedom of Information
AFR	Africa
BBL	Brown Bag Lunch
BD	Bangladesh
CB	Capacity Building
CCAGG	Concerned citizens of Abra for good Government
CfP	Call for Proposal
CORDAID	Catholic Organization for Relief and Development Aid
CSO	Civil Society Organization
CU	Concerned Universal
DPI	Development Policy Institute
DRC	Democratic Republic of Congo
EAP	East Asia Pacific
ECA	Europe and Central Asia
ED	Eco-Development
FCV	Fragility, Conflict and Violence
GA	Georgia
GP	Global Partner
GPSA	Global Partnership for Social Accountability
ICT	Information and Communication Technology
ID	Indonesia
IBP	International Budget Partnership
KP	Knowledge Platform
KZ	Kyrgyzstan
LAC	Latin America and the Caribbean
MAVC	Making all the Voices Count
MEJN	Malawi economic Justice Network
MJF	Manusher Jonno Foundation
MNA	Middle East And North Africa
MNG	Mongolia
MR	Morocco
MRT	Mauritania
MZ	Mozambique
OBI	Open Budget Index
OSF	Open Society Foundation
PH	Philippines
PN	Partnership Network
PTF	Partnership for Transparency Fund
PWYP	Publish What You Pay
PY	Paraguay
RW	Rwanda
SAR	South Asia Region
SC	Save the Children
SCG	Search for Common Ground
SL	Sierra Leone
SMART	Specific Measurable Attainable, Relevant and time-bound
UGTT	Tunisian General Labor Union
TI	Transparency International
TN	Tunisia
TJK	Tajikistan
TTL	Task Team Leader
WBG	World Bank Group
WVI	World Vision Indonesia
UGA	Uganda
USAID	United States Agency for International Development
USD	United States Dollar
UN	United Nations

LEADERSHIP PERSPECTIVES



“The GPSA represents an important evolution in the **Bank’s** approach to good governance. By supporting civil **society’s** engagement with governments, the GPSA helps to advance social accountability as a vehicle for **development.**”

Jan Walliser
Vice President for Equitable Growth, Finance & Institutions, World Bank
Chairman of the GPSA’s Steering Committee

Social accountability enhances development, recognizing that governance relates both to governments and citizens. The Equitable Growth, Finance and Institutions network of the World Bank Group aims to enhance the efficiency of government institutions. The GPSA plays a central role in the achievement of these efforts, by providing a platform for citizens to engage with these governments.

This June, we will celebrate the fourth anniversary of the Global Partnership for Social Accountability (GPSA). This multi-donor initiative, independently governed by an external Steering Committee, works as a coalition of donors, civil society organizations and governments to support civil society and governments to work together to solve governance challenges. Such approaches enable citizens to provide feedback on and voice demand for improved service delivery.

As the GPSA continues to evolve, we look to the 2030 agenda to guide our work. Goal 16 recognizes the importance of building effective, accountable and inclusive institutions. In this

context, it is critical to reflect on lessons from social accountability initiatives and ask how they can further support positive change.

Over the past year, 9 new projects were added to GPSA’s portfolio totaling 32 projects implemented worldwide; and four countries chose to opt-in to the GPSA, opening the communication networks with many more CSOs.

We thank our donors - the United States Agency for International Development (USAID), the Governments of the Dominican Republic, Finland and Mexico, Open Society Foundation, Ford Foundation, Aga Khan and Bertelsmann Foundation - for their sustained support to the GPSA. We look forward to the 3rd annual Global Partners Forum. This year, the Forum’s central theme is ‘Social Accountability for Development.’ We hope this event will be an opportunity for our partners to collaborate on some of the important issues facing the social accountability field and how we can support the post-2015 Development Agenda.

Jan Walliser
Vice President, Equitable Growth, Finance and Institutions (EFI), World Bank

INTRODUCTION

Focused on supporting civil society and governments to work together to solve critical governance challenges, the Global Partnership for Social Accountability (GPSA) provides direct long-term assistance to civil society organizations (CSOs) for social accountability projects and initiatives. In doing so, the program brings to the table the power of the World Bank's continued relationships with public sector actors, which are essential to creating lasting partnerships between policy-makers and citizens.

Even today, we are facing challenges such as growing inequality, corruption, and the absence of citizen voice in governmental processes. These are all examples of problems at the core of some of the world's most pressing development challenges. The greatest challenge is closing the feedback loop - or accountability gap - between what citizens need and what governments actually do. Working with both - citizens and governments - to provide incentives and information is crucial, as it helps citizens articulate their voice, helps governments to listen and therefore allows the state to act upon the feedback they receive.

The World Bank established the Global Partnership for Social Accountability (GPSA) in 2012 with the purpose of bridging this gap, enhancing citizens' voice and, just as importantly, supporting the capacity of governments to respond effectively to their voice. The GPSA is based on constructive engagement between governments and civil society in order to create an enabling environment in which citizen feedback is used to solve fundamental problems in service delivery and to strengthen the performance of public institutions.

To achieve these goals, the GPSA provides strategic and sustained support to civil

society organizations (CSOs) and governments through social accountability projects and initiatives aimed at strengthening transparency and accountability. Within each project, GPSA grantees identify specific development challenges that they aim to address. Given that the specific challenges addressed by grantees vary with each project, the impacts of these interventions on development will be measured and evaluated within grantee projects. The GPSA builds on the World Bank's direct and ongoing engagement with public sector actors as well as with a network of Global Partner organizations to achieve the World Bank's twin goals of eliminating extreme poverty and boosting shared prosperity.

Furthermore, the development sphere places enormous value on outcomes, results and impact. In recognition of this, the GPSA established a Theory of Change (ToC) to guide our work. The ToC is a methodological approach to planning, monitoring and evaluating social change initiatives, and it provides a description of how the GPSA expects its financial and knowledge support to contribute to realistic, measurable outcomes. In line with the ToC, this report provides information on the GPSA's milestones to date (see figure).

"The GPSA represents an important evolution in the Bank's approach to governance. By supporting citizen engagement the Bank helps legitimize social accountability in protecting the public interest."
Jonas Rolett, Special Advisor to the Chairman, George Soros, Open Society Foundations

GPSA AT A GLANCE

This year marks a great shift in the GPSA. Moving from the launching phase towards implementing its own agenda, the GPSA is effectively changing the way decisions are made in many parts of the world. The GPSA succeeded in shaping an increasingly diversified project portfolio touching on various sectors and global practices such as education, health, agriculture, water, extractives and social protection.

Opted-in Countries: 50 countries have opt-in to the program, including Chile, Argentina and Costa Rica, most recently.

Grants: The GPSA has 23 ongoing projects, in addition to 9 grants recently approved. The GPSA operates in Bangladesh, the Dominican Republic, the Democratic Republic of Congo, Georgia, Ghana, Guinea, Indonesia, Kyrgyz Republic, Madagascar, Mauritania, Malawi, Mexico, Moldova, Mongolia, Morocco, Mozambique, Niger, Paraguay, the Philippines, Rwanda, Sierra Leone, Tajikistan, Tunisia, and Uganda.

Knowledge and Learning: 12 dissemination notes were published on GPSA's website. The Knowledge Platform gathers more than 2,400 users from over 130 countries around various activities such as e-courses, webinars and interesting conversations of knowledge and experience sharing in the field of social accountability. In addition, the GPSA has organized more than 20 brown bag lunches so far to engage experts and practitioners of social accountability in fruitful discussions.

Capacity Building: A new Capacity Building facility will further support grantees by integrating political economy analysis in every aspect to overcome governance challenges.

To achieve this, the GPSA will be working closely with the Citizen Engagement Unit at the Bank.

Partners: More than 280 Global Partners have officially joined the GPSA, representing more than 70 countries in the world. Global Partners gather annually at the GPSA Global Partners Forum, which was launched in 2014.

Funding: The GPSA's funding is channeled through a mult-donor trust fund to which the World Bank, Government bilateral agencies and private foundations contribute. In addition, the GPSA is working with donors through parallel funding on agreed projects. Since inception, the GPSA received total cumulative contributions of US\$33 million. There are prospects for new financial collaborations with bilateral organizations and other World Bank departments such as the Water and Extractives Global Practices.

Evaluation: As mandated by the GPSA Board Paper, a formative evaluation was conducted on the GPSA's performance to date, concluding that "notable results have been achieved at the program level" and that the GPSA is the first major World Bank program that is well positioned to fund CSOs working in social accountability.

RESULTS MONITORING AND EVALUATION

The GPSA's annual review for Fiscal Year (FY16) follows the structure of the Global Partnership for Social Accountability (GPSA). The Monitoring and Evaluation approach that the Program follows was created in consultation with stakeholders, including donors, practitioners and evaluation specialists such as Lily Tsai, an Associate Professor of Political Science at MIT in 2014. The Monitoring and Evaluation System is designed to keep track of the GPSA's performance and manage progress to capture lessons and ensure an adaptive management.

GPSA projects invest substantial efforts in measuring results using sound quantitative and qualitative techniques. Monitoring and Evaluation (M&E) is efficiently used to show project delivery and support learning.

Through its grant-making and its knowledge and learning components supported by its global partnerships, capacity building and M&E facilities, the GPSA seeks to (1) increase constructive engagement between civil society actors and government decision-makers in the executive responsible for improved service delivery; and (2) facilitate collaboration between the social accountability initiatives of civil society actors and state institutions of accountability for overseeing actors in the executive responsible for service delivery. Rather than focusing solely on bottom-up citizen action, these two outcomes help to "close the loop" between state-society interactions by encouraging government responsiveness to citizens and civil society actors on citizen preferences for public service delivery and citizen demands for better governmental performance.

Monitoring and Evaluation System

The GPSA Board Paper and Results Framework provide benchmarks for monitoring progress supervision and reporting through periodic meetings with grantees, field visits and reviewing grant documentation and reporting.

The GPSA's monitoring and evaluation system (M&E) builds on its Results Framework. The GPSA works to ensure that the results

achieved by the grantees can be aggregated at the program level to generate wider lessons and evidence. Monitoring and evaluation will include selective impact evaluations, systematic reviews or meta-studies, as well as real-time monitoring and evaluation through the collection of feedback from governments and grantees to facilitate learning and adaptation.

Independent Evaluation

A formative evaluation of the GPSA Program was conducted by Mark Robinson, Global Director, Governance at the World Resources Institute, in May 2015, as a requirement in the Board Paper to assess the GPSA's added value and consider future opportunities. The evaluation concluded that "notable results have been achieved at the program level," and that the GPSA is the first major Bank program that is well positioned to fund CSOs working in social accountability.

In summary, the evaluation revealed the GPSA's points of strengths:

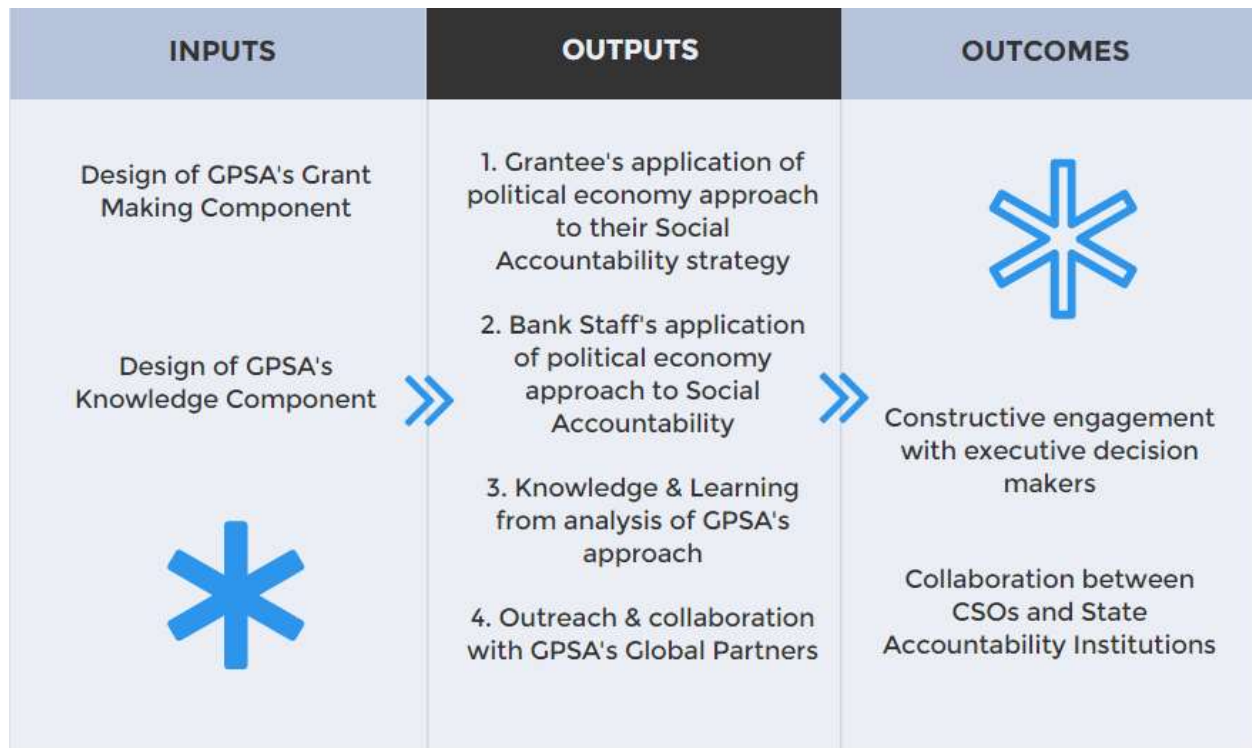
- The GPSA offers a strong fit with priorities of Global Governance practice which resonates across other sectors and Practices;
- The GPSA is widely considered to reflect Bank's comparative advantage with the focus on constructive engagement;
- There is strong alignment with World Bank country priorities and lending portfolio;

- There are significant results at the Program level and some intermediate results for grantees;
- The GPSA has established strong foundation with potential to generate significant results going forward.

Collaborative Research Projects - Learning From Experience

The Massachusetts Institute of Technology (MIT) Collaborative Research program embeds potential impact assessments in two grantee projects and is intended to produce

more systematic evidence of impact with wider implications for the GPSA portfolio. The Gov/Lab of MIT is providing support for GPSA's Collaborative Research, focused on designing research that is grantee-driven with potential impact evaluation work where feasible. The collaborative research will concurrently generate generalizable knowledge that is useful to a broader community of practice on social accountability. Gov/Lab is currently identifying potential collaborations with the new set of preselected projects from the third call for proposals that are yet to start.



POLITICAL ECONOMY ANALYSIS

Political economy analysis is concerned with the interaction of political and economic processes in a society. It focuses on power and resources, how they are distributed and contested in different country and sector contexts between different groups and individuals, and the processes that create, sustain, and transform these relationships over time. This definition recognizes that power is essentially about relationships - between the state, social groups and individuals, or between the state, market forces and civil society. Unless we as development practitioners understand those relationships and the processes that change them, we will not be as effective in supporting the building of responsive, legitimate and resilient states.

The GPSA has experimented with ways to integrate political economy insights and analysis to social accountability practices across its grant-making cycle:

Theory of Change and Results Framework

The GPSA's focus on politically informed social accountability interventions is guided by and embedded in these documents. The GPSA's ToC and Results Framework emphasize politically informed social accountability interventions taking into account insights about the growing body of evidence in the field.

Firstly, the GPSA only operates in countries whose governments have voluntarily opted into the GPSA's grant making program. This recognition of the political environment, ensures that these governments are already more likely to be open to the implementation of collaborative strategies and working together with CSOs.

Secondly, the GPSA works with CSOs to define a tailored country call, which takes into consideration the political economy context

and the capacity for cooperation between CSOs and Governments to address specific governance challenges.

Thirdly, the GPSA hosts tailored orientation sessions to raise awareness among CSOs of the process in each country. It has produced a dissemination note series and other training activities to help applicants apply political economy insights to proposed strategies and operational plans.

Finally, as part of the grant application process, the GPSA requires CSO applicants to assess the political economy context which may interact with the implementation of the social accountability initiative. The GPSA's selection process considers the applicant's incorporation of political thinking within their proposals.

Adaptive Monitoring, Evaluation, and Learning for Improved Management and Results

To overcome challenges in practicing social accountability, the GPSA, particularly its Capacity Building team, is experimenting with a series of practices, through which it nurtures gradual relationship building, critical political thinking, and collective learning, problem solving and action (and bears the costs of doing so). Many of which have been considered "good practices" in the field. These include targeting capacity building to practitioners working together on concrete projects, multi-stakeholder learning by doing on an ongoing basis rather than promoting passive knowledge transition, providing time, resources, and "critical friends" to create conditions for politically informed adaptation and course correction.

Moving forward, the GPSA is working to scale up its approach as well as improve its capacity to capture individual and portfolio level learning from its experience.

Grant Design

Once the GPSA Steering Committee pre-selects applicants, the GPSA team works along them and World Bank Staff to refine the projects' strategy and operational plan. Incorporating political economy analysis into proposals has become a critical part of this process, as through its practice, the GPSA has identified significant capacity gaps and challenges, particularly when it comes to civil society groups leveraging the approach

through constructive engagement with governments (and reflecting candidly about it). Currently, the GPSA is working with 9 pre-selected grantees. For instance, to improve the linkages between applicants' proposals and ongoing state reforms, GPSA's team and the World Bank staff in Indonesia have been working to better integrate on-going reform efforts in the health sector with GPSA projects, paving the road to mainstream social accountability into the sector.

ADAPTIVE LEARNING – EXAMPLES FROM THE FIELD

Morocco: In the case of the lead project in Morocco, the project's team initially imported a social accountability tool from another MENA country. The team quickly learned that the tool fit poorly the local political context, built on the insight and found a way to tailor its social accountability plan to the context. The plan now includes, among other things, working with local CSOs, regional education authorities, and the school community to support the implementation of the projet d'école, or school [improvement] project – a relatively new national public policy that allows Moroccan schools to come up with their own proposals for spending the limited resources they receive from the state toward improving the quality of the education they provide their students.

Moldova: In the case of Scoala Mea in Moldova, the team has captured a range of tactical and operational lessons, such as the importance of designing demand-driven consultation processes and managing the risks of changes in government counterparts. It has adapted accordingly, for instance, by opening up public hearings to meet demand for participation and formalizing the relationship between the project and the authorities through a memorandum of understanding (MOU) as a way to manage risks and increase the sustainability of their joint work.

MEXICAN PRESIDENT ANNOUNCES SUPPORT FOR GPSA DURING OGP SUMMIT

Mexican President Enrique Peña Nieto opened the Open Government Partnership Global Summit in a ceremony on October 28, 2015 held at the Palacio de Bellas Artes in Mexico City, where GPSA was invited.

During his remarks, the President announced his support for the GPSA. Earlier 2015, the Government of Mexico became the fourth country to commit funds to the GPSA, and equally important, it is the second middle income country to financially support the initiative.

GRANT MAKING

The GPSA's Steering Committee (SC) members convene on semi-annual basis to discuss GPSA's progress on all aspects and tackle important issues related to the program's future. This year, in January 2016, SC members gathered to go through the new set of shortlisted projects from the third Call for proposals to pre-select projects together with GPSA Secretariat.

Opted-in Countries

The GPSA's membership continues to grow, with 50 countries opting in over three years, displaying government commitment to social accountability. Together, these countries account for more than 28% of the World Bank client countries from all six world regions. The countries range from middle income countries to fragile states, low income countries and post-conflict states. The opting-in procedure calls for the World Bank's counterpart official in government to give a consent for the GPSA's financial support to CSOs in the country. Once a country has opted-in, these CSOs are eligible to apply for the GPSA's funds at the time of a Call for Proposals.



Graph: Funds transferred from GPSA grantees to partner-CSOs in the three rounds of GPSA's Call for Proposals

CSOs in Coalition

GPSA believes that working in coalition is crucial not only to achieve better results but to scale those results. Given this, GPSA urges and supports its grantees to work in coalition to expand the project's results to other areas and to promote the institutionalization of social accountability practices. Moreover, while selecting CSOs' proposals GPSA requires that grantees transfer part of their grant to other CSOs for co-implementation in the form of formal partnership and mentorship agreements. In addition, GPSA



GRANT-MAKING HIGHLIGHTS

Three Calls for Proposals generated 774 applications in total (2013-2015).

50 countries have "opted-in" to the GPSA from all regions.

32 grants have been provided to CSOs in 25 countries. In turn, these grantees work together with 89 local partners and 129 mentees.

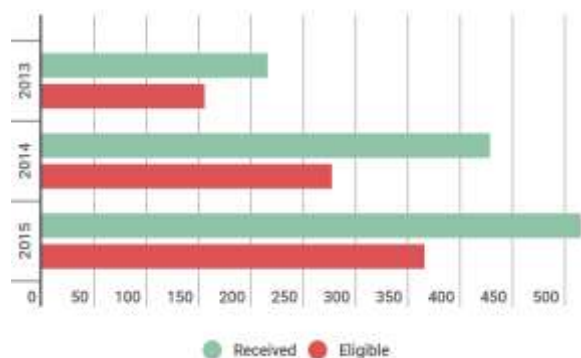
More than 300,000 beneficiaries were reached by GPSA projects so far - with 50% female.

On the third round of Call for proposals, 9 projects were pre-selected by the GPSA Secretariat and Steering Committee in January 2016.

40% of GPSA projects use ICT tools.

provides its grantees access to a wide network of international NGOs and foundations as well as local CSOs in other countries to learn from the experiences in different contexts. GPSA's three rounds of projects involved a significant transfer of funds to partner-CSOs (see graph 1).

Proposals



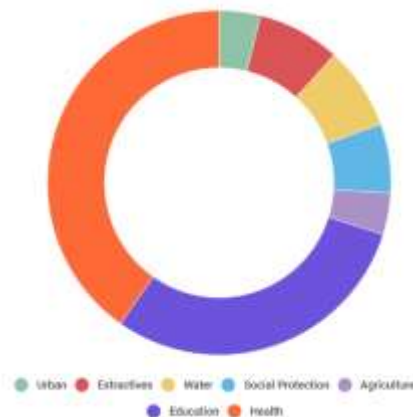
Call for Proposals

After 3 successful annual Calls, GPSA has provided funding to support 32 projects and reaching more than 300,000 beneficiaries (of which 50% are females) since 2013. The third Call for Proposals was announced by World Bank President Kim at the Global Partners Forum in May 2015. The GPSA Grant-Making Process is comprehensive and rigorous. Prior to the Call, a consultative process with government, civil society and donor agencies is organized in each member country to define the key governance issues that CSO proposals should address with the objective of aligning GPSA activities with the country's development strategies. A Roster of Experts (internal and external to the World Bank Group) and the GPSA Steering Committee (SC) are involved in the selection of grant

Sectoral Diversification

GPSA projects are implemented in various sectors, including education, health, water and sanitation, urban, agriculture and extractives, and complement World Bank operations.

recipients and the design of project activities. GPSA's received proposals have more than doubled in two years, with 516 proposals 2015, compared to 428 proposals in 2014 and 216 proposals in 2013 (see graph 2).



Regional Diversification

As a global partnership, the GPSA seeks regional balance amongst its member countries. Africa occupies the top portion among the regions where the GPSA operates, followed by Latin America and the Caribbean (LAC), East and Central-Asia (ECA), the Middle East and North-Africa (MNA), East Asia Pacific (EAP) and South Asia (SAR) respectively. The GPSA continues to exert efforts in attracting countries from all regions.

Amongst all sectors, health and education are drawing the highest demand from GPSA grantees and grant applicant. Moreover, most of the GPSA's multi-sectoral projects include health and education.

Table: Classification of projects by sector/ global practice

Sector	Round 1	Round 2	Round 3	Total
Health	3	2	3	11
Education	4	2	2	8
Agriculture	0	0	1	1
Social Protection	1	1	0	2
Water and Sanitation	1	0	1	2
Extractives	0	1	1	2
Urban	1	0	0	1
Multi-sectoral	2	4	2	8

GPSA, SDGS AND FRAGILITY

Fragile and conflict-affected countries are a key priority for the World Bank's poverty-fighting mission as they face severe development challenges including, weak governments, corruption, political instability, and often ongoing violence or the legacy of past violence. With almost half of the world's poor expected to live in countries affected by fragility, conflict and violence (FCV) by 2030, addressing this challenge remains a concern for the achievement of the SDGs, and a priority for the World Bank Group to end poverty and promote shared prosperity. Within the GPSA portfolio of opted in countries, almost 20% of them are listed as fragile states and many others are at some point of continuum. In GPSA's countries portfolio, 9 countries are listed as fragile, namely: DRC, Burkina Faso, Mali, Sierra Leone, Madagascar, Comoros and Togo in Africa, Timor-Leste in EAP, and Yemen in MNA. On the one hand, the GPSA has one operating project working in fragile situation taking place in the DRC, and is being implemented by the catholic organization for relief and development aid (CORDAID). The project aims to reinforce social accountability of health services in Bas Congo and South Kivu provinces. The project grant amount of us\$ 800,000 is expected to close by November 2018.

Information and Communications Technology

So far, 13 of the GPSA's operating projects use information and communications technology (ICT) in gathering and disseminating data generated through their projects. Examples of their ICT tools include websites, SMS, online-messaging platforms and crowd-sourcing.

PROGRESS ON THE GROUND



Eastern Europe and Central Asia

Moldova

Expert Grup – GPSA grantee in Moldova – has initiated a process of constructive engagement that brings together the Ministry of Education, the Ministry of Finance, regional partners CSOs and school communities. The process has already yielded several positive results. The Ministry of Education disclosed critical information to help parents and students better understand schools’ performance and budgets. Accordingly, public hearings could be organized in schools to discuss budget priorities and an agreement was made to publish the results of education report cards available on an online platform developed by Expert Grup. Expert-Grup collaborated with the Ministry of Education to identify ways in which to roll out these accountability-enhancing approaches to all of Moldova’s approximately 1,300 schools. On February 20, 2015 the National Parliament approved the new National Regulation on School Administration Boards which mandates that all schools must organize annual open budget hearings, informed by stakeholder report cards. As a result, the approach initiated in the 20 schools targeted by GPSA is currently being replicated in all schools, scaling up the impact on the national level.

Philippines

Jointly with the Department of Social Work and Development (DSWD), the GPSA project has embedded specific social accountability mechanisms into the CCT Program’s “Family Development Sessions” (FDS), and has started testing this model with Parent Leaders. The latter have started to provide feedback through the “beneficiary monitoring” forms included in the FDS manual. In parallel, local CSOs have partnered with Local Government Units to undertake “third-party monitoring” of the CCT Program as a way of complementing the feedback that is being generated by beneficiaries themselves. So far the monitoring instruments that were put into practice collect information about beneficiaries’ compliance and the CCT’s performance.

Latin America and the Caribbean

Dominican Republic

The GPSA-supported process has managed to bring together a broad-based coalition of CSOs, community-based organizations, and public sector institutions to work together to solve service delivery problems in the education, agriculture, water and sanitation and public housing sectors. A Joint Commission made up of CSOs and key government counterparts has been meeting regularly and agreed on priority service areas and indicators to be monitored. Monitoring on the ground has

kicked off with the verification of schools and public housing construction. Initial feedback generated has already been successfully channeled to respective public authorities and is being analyzed.

Sub-Sahara Africa

Ghana

For the first time in Ghana, citizens and public officials will collaborate to produce timely feedback about budget priorities; whether budget spending meets citizens' needs; and how selected services are functioning at the facility level. Taking advantage of an existing multi-stakeholder network conducting participatory Monitoring and Evaluation, including public and civil society actors, GPSA's grantee SEND-Ghana has agreed to work alongside the Budget Unit of the Ministry of Finance, and the Planning and Monitoring Departments of the Ministries of Health and Education to establish a monitoring system that will directly feed into the public sector's M&E system, at the district, regional and national levels.

Mozambique

For the first time in Mozambique, a broad-based coalition of more than 100 community-based organizations (CBOs), partnering with Concern Universal Mozambique, and other actors at the provincial and national levels, have agreed with provincial Directorates of Health on the specific instruments to be used to monitor health service delivery in clinics, with a focus on availability of essential drugs and drugs for HIV patients, access to treatments, etc. Local community-based organizations have been trained and mobilized in cooperation with public health officials and the first cycle of feedback collection is underway.

Middle East and North Africa

Tunisia

On October 9, the Norwegian Nobel Committee awarded its Peace Prize to the Tunisian National Dialogue Quartet, an alliance of Tunisian workers, employers, lawyers and activists, for establishing a broad-based national dialogue that countered the spread of violence in Tunisia. The Quartet, founded in 2013, is made up of four organizations: the Tunisian Confederation of Industry, Trade and Handicrafts; the Tunisian Human Rights League; the Tunisian Order of Lawyers; and the Tunisian General Labor Union (UGTT) - a GPSA Grantee - and who played a critical role in the collective dialogue leading up to the new "social contract" in the country after the Jasmine Revolution of 2011.

CAPACITY BUILDING

The GPSA supports projects to maximize their impact, and ensure that projects reach their full potential. CB creates room for collaboration with Global Partners, and develops a vibrant community of practice worldwide. The GPSA, through CB, works towards scaling up social accountability to a broader level to leverage development outcomes.

CB efforts include liaising World Bank Task Team Leaders (TTL) with grantees to provide expert advice on the design of citizen feedback instruments in specific sectors and engaging constructively with service providers. The GPSA has designed training programs to grantees and their local partners. GPSA experts have also reviewed and provided input for the projects' political engagement strategies while supporting the design and set up of effective projects' monitoring and evaluation (M&E) systems.

For example, in Malawi, two projects are working on procurement monitoring in education. The grantees were provided with an expert on procurement of textbooks, who has worked with the grantees on their procurement monitoring strategies. This ensures that the instruments used by the projects work to reinforce each other and have a long-term effect.

Supporting Grantees through WBG Staff and GPSA Secretariat

The GPSA Secretariat works with a team of eight Advisors from the WBG for all projects, to support capacity building of each grantee. This is based on the increasing demand for strengthening grantees' capacity and help them apply political economy analysis in order to effectively practice social accountability. The role of these Advisors is to:

- Assist grantees and TTLs with political economy aspects insight within social accountability projects by providing

specific technical assistance and access to knowledge and networking needs.

- Channel communication between grantees and TTLs, and identify grantees assistance requests in other GPSA working areas (e.g. Communications, Knowledge and Learning, M&E) as needed. This ensures an efficient streamline of communications amongst GPSA Secretariat, grantees and TTL to achieve the intended results.

Capacity Building Workshops

The GPSA has held three capacity building workshops for Grantees to date. The first workshop was held with pre-selected grantees from the first Call for Proposals (CfP) in June 2013. The second workshop was held in May 2014 for grantees of the first and second CfPs. The third workshop took place in May 2015. The workshops aims to:

- Create a space where all Grantees can meet, network, and share knowledge and experience;
- Review and address grantees' key implementation challenges;
- Discuss strategic themes such as integrating political economy analysis, engaging with government counterparts, gender issues, horizontal accountability mechanisms and the role of media;
- Provide an overview of the revised GPSA Results Framework and monitoring and evaluation requirements, and guidance on the design of effective Results Frameworks.

One aspect of social accountability interventions that the GPSA has focused on is effective and strategic communications. Together with the Aga Khan University, GPSA has launched the Social Accountability Media Initiative for GPSA Grantees to build their skills in effectively engaging media for advocacy efforts. The first workshop was held

in Nairobi, Kenya in March 2015 and a second workshop was held in Bishkek, Kyrgyz Republic shortly thereafter.

Contribution to the Field

The Capacity Building component of the GPSA also aims to enhance capacity for social accountability across the development field. As part of this approach, the Knowledge and Learning component and the Capacity Building component have worked together to design tailored activities to non-grant receiving applicants and the broader social accountability community, such as the social accountability e-course. Furthermore, the GPSA provides technical assistance based upon requests received from government and regional initiatives to support their social accountability efforts.

Another example of the GPSA's efforts to build the capacity of the wider development field to use social accountability mechanisms, is the pilot partnership with Philips. This is an innovative initiative that is being set up to monitor health service delivery in select African countries in 2015-2016. The GPSA's expertise in social accountability will be applied to the monitoring of availability and maintenance of medical equipment in emergency rooms.

GRANT-MAKING HIGHLIGHTS

Team of 8 social accountability Advisors work with grantees and TTLs to maximize projects impact

3 CB Workshops for GPSA grantees: networking, learning and establishing good practices. The 4th workshop is planned to take place on May 18, 2016.

2 Workshops for Grantees' media engagement skills.

Upcoming Plan

The capacity gaps in the social accountability field are large, particularly when it comes to leveraging the approach through constructive engagement with governments. The GPSA seeks to leverage internal efforts to mainstream citizen engagement in World Bank lending operations. The GPSA will coordinate with the World Bank's Citizen Engagement team to work jointly to provide cross-support to project teams and client governments.

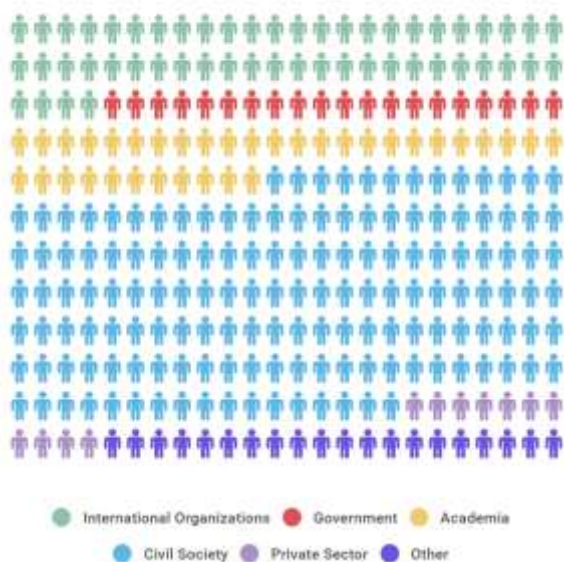
The GPSA, along with its donors and Global Partners, is in the process of conceptualizing the next stage of its CB facility. Central to this stage is the need to build on and adapt from lessons learned to-date to support capacity building for strategic, constructive social accountability beyond GPSA grantees.

KNOWLEDGE & LEARNING

Knowledge and Learning (K&L) plays a critical role in the success of social accountability initiatives. Better learning leads to better results, and this is done by critical and adaptive thinking and practice. This is why the GPSA has developed an extensive K&L program that focuses on both the work of GPSA Grantees and wider GPSA Partners.

Through the Knowledge Platform (KP), the GPSA supports an online community of social accountability practitioners by networking, sharing and learning through e-courses, webinars, forums, blogs and much more. The GPSA undertakes research and policy work on strategic themes, carries out educational and learning activities, and facilitates networking by convening relevant events and initiatives. In addition, the GPSA works directly with Grantees to support their adaptive learning within their social accountability projects, and by documenting and sharing their learnings

KP Members



Knowledge Products

Knowledge resources include learning notes, working papers, blog posts and think pieces. To date, the GPSA has issued 12 dissemination notes and 3 working papers in multiple languages. Other resources include events or face-face interaction such as lunch seminars or Brown Bag Lunches (BBL) and workshops, as well as online courses, webinars and e-forums facilitated through the KP.

K&L HIGHLIGHTS

GPSA works to achieve SDG Goal 16 and can demonstrate how to capture citizen-generated data.

Input was used from consultation with members of the GPSA's Knowledge platform in the World Development Report 2017

More than 20 BBLs in FY16

2,393 registered users to the KP.

137 countries are represented in the GPSA Knowledge Platform

12 Dissemination notes published on GPSA websites

3200 newsletter subscribers

BBLs are an important part of the GPSA's Knowledge & Learning activities. Over the last three years, the GPSA has hosted a large number of BBLs in which GPSA Partners and Grantees, as well as World Bank colleagues, showcase their social accountability initiatives and research, share some of their learnings and elicit feedback. The presentations and discussions have been rich and illuminating, highlighting the gains the field has made, but

also the challenges we face. In this Note, we pause and take stock of the discussions and deliberations to see what we have learned to date by reviewing the BBLs, highlighting some of the lessons, and identifying a number of key themes such as citizen engagement, political economy analysis and intervention, and the accountability, legitimacy and financial stability of civil society organizations.

Another interesting component of K&L is the collaborative research, where the GPSA works with academic institutions and think-tanks to study specific topics. In FY16, a new research project was launched on a GPSA project in the Philippines, “Guarding the Integrity of the Conditional Cash Transfer”, carried out by MIT University in collaboration with Partnership for Transparency Fund (PTF) and funded by Making All the Voices Count (MAVC).

Knowledge Platform

The Knowledge Platform is the main tool for supporting the learning, networking and knowledge exchange of the GPSA’s grantees and of other CSOs working on social accountability. Since its launch in 2014, the KP surpassed the milestone mark to currently host 2,393 registered users from a variety of sectors. At least 137 countries are represented, showing that the platform attracts practitioners from all over the world. The KP was demonstrated as a useful tool for practitioners in the field of Social Accountability. For instance, input from the KP members was incorporated in the World Development Report (WDR) 2017 to obtain inputs from multiple stakeholders in order to gain a true accord of the WDR’s framework and concepts.

Activities	Number
Webinars	18
E-forums	8
E-course	1
Blog posts	28
Publications	184
News	60
Events	134
Newsletters	35

“I joined the Knowledge Platform to learn and participate in the latest debates and trends on social accountability and to bring those to the Brazilian academic field. Over the last year, I have coordinated research projects on citizen engagement, social control, co-production of public services, public management, and social accountability. The Platform’s knowledge exchange activities are useful for enriching mine and my colleagues’ research work at the University of Santa Catarina in Southern Brazil, and for enhancing my students’ knowledge on accountability.”

Paula Chies Schommer, Professor at the University of Santa Catarina in Southern Brazil and active member of the Knowledge Platform

Communications

Communications is an integral way of engaging with stakeholders both inside and outside of the World Bank. These include partners, grantees, and donors among others. Over the past year, the GPSA has made a significant effort to increase the level and quality of its online and media presence. In August 2015, the GPSA re-designed and optimized a more user-friendly website with interactive elements and better navigation. The GPSA has also created Vimeo and Flickr accounts to showcase its growing portfolio of photographs and videos. The monthly newsletter now reaches close to 3,200 subscribers worldwide, with readership close to 40 percent - making it among the most

successful newsletters at the World Bank. The number of followers on Twitter has increased by close to 60 percent; and better quality and visually-appealing materials, such as a

program brochure, have been created. The GPSA also collaborated with a Global Partner, States of Minds, to produce a 4-minute video about the GPSA projects.

SDG GOAL 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Goal 16, “Promoting peace and justice” is one of 17 Global Goals that make up the 2030 Agenda for Sustainable Development. Citizen voices will help design and implement successful interventions that can change their lives. By listening to citizens, we can improve service delivery, transparency, and accountability.

Today, the GPSA seeks to advance the SDGs by helping citizens and governments to address what Amina Mohamed, the UN Secretary-General’s Special Adviser on the SDGs, has called “the one knot we haven’t tied”: Accountability.

That is why the GPSA held a Round Table, “How Citizens Can Help Drive the Accountable Implementation of the SDGs” chaired by Jan Walliser, Vice President, Equitable Growth, Finance, and Institutions at the World Bank. It was held in January 2016 at the World Bank headquarters in Washington DC, with more than 100 attendees and over 1,000 online viewers.

Panelists included SC members, who represent World Bank, civil society groups, donors and governments. The main speaker for the roundtable was Mahmoud Mohieldin, the World Bank Group Senior Vice President for the 2030 Development Agenda, UN Relations, and Partnerships.

As noted in a recent independent evaluation, the World Bank, through GPSA, is well placed to support citizen-driven accountability in the context of the SDGs. By leveraging its unique convening power, the legitimacy it can lend to citizen-generated data, and its ability to coordinate citizen engagement with Bank projects, the GPSA can accelerate progress and help ensure that “people remain at the center” of SDG implementation.

Already, the GPSA supports promising examples of citizen-driven accountability in all of its projects around the world. World Bank President Kim challenged the GPSA to “spread and scale” these social accountability approaches beyond projects and into the mainstream of governance, specifically in the context of the SDGs.

GLOBAL PARTNERSHIPS & RESOURCE MOBILIZATION

Partnership is a key cross-cutting component of the GPSA. To date, 284 organizations from civil society organizations, private sector institutions, and multilateral organizations, funding foundations, think tanks and academia have signaled their support. Partners include the 32 GPSA grantees and a growing number of donors. The GPSA has significantly extended its collaboration with its GPs, which increased from 16 to more than 280 in less than three years.

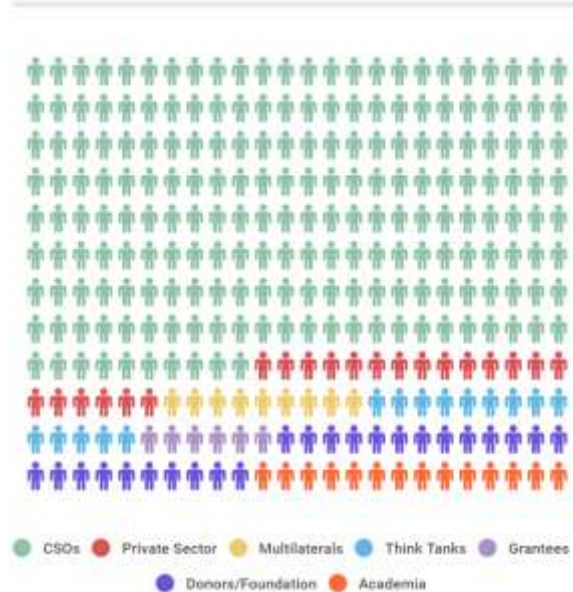
Role of Global Partners

The GPSA counts on its collaborations with GPs in leveraging its knowledge resources and reaching out globally to achieve its objectives. The role of GPs is highlighted in various activities ranging from providing financial support, sharing knowledge and exchanging experiences to collaborating with and building capacity of GPSA grantees.

To ensure the efficient use of its resources, the GPSA works hard on integrating partners in its grant making and knowledge activities: The KP is implemented by FUNDAR; the program's Results Framework was developed with MIT University; while TA/I and MAVC, along with a number of universities and think tanks, helped shape the GPSA Knowledge agenda. It is also worth mentioning that OGP agenda is in line with GPSA since many themes in GPSA country Call for proposals reflect OGP plans and GPSA projects (e.g. Indonesia) align with OGP government goals. In addition, GPSA supports and has synergies with OGP's knowledge activities.

With several private sector partners, such as Philips, the GPSA is exploring new ways to bring the energy of the market to promote transparency, accountability and the rule of law. In the field, CSOs and networks have been involved in supporting the expansion of the

Global Partners



PARTNERSHIPS HIGHLIGHTS

Over 280 Global Partners have officially joined the GPSA, and the coalition keeps growing.

To date, the GPSA has 189 partners from civil society; 19 partners in the private sector; 28 in academia/research institutes; 8 multilateral/bilateral organizations; and 20 donors and foundations.

The GPSA has established partnerships across 74 countries.

Annual Global Partners Forum established, with editions held in 2014 and 2015

First GPSA Award for Leadership in Social Accountability was presented in May, 2015"

GPSA, and have been engaged in consultations on the themes for the GPSA's Calls for Proposals and annual Global Partners Forum. Partners have been featured and have

taken part in multiple webinars, BBLs, e-forums and other events, and have given the GPSA feedback on multiple levels through virtual working groups. Beyond the initial investment provided by the World Bank, Partners have expanded the GPSA's capacity to fund CSOs and promote knowledge activities. The program is now actively seeking partnership opportunities with donors, enabling to expand its reach beyond

the initial contributions provided by the World Bank, several foundations and governments. GPSA focuses on engagement and renewing commitments with existing Partners for concrete action, as well as continuing to selectively grow the network. GPSA relies on the contributions of strategic financial partners to increase its reach and achieve its goals.

GLOBAL PARTNERS FORUM

The annual GPSA Global Partners Forum was launched in 2014 as a way to bring together a unique gathering of those in the social accountability field from around the world. During this two-day event, practitioners and network CSOs, governments, accountability institutions, academics, the private sector and donors can share ideas and build on each other's knowledge, as well as convene and engage within their own group for a more informed social accountability practice.

Global Partners Forum 2014

On May 14 and 15 2014, the GPSA convened the first Forum at World Bank headquarters in Washington, DC. The Forum brought together more than 165 Global Partners of the GPSA at that time, alongside government representatives and World Bank staff. Creating a shared vision on social accountability among a very diverse community was a specific goal of the Forum. Under the guiding question "What works in Social Accountability?" the Forum offered participants a space to exchange experiences and opinions, to share insights, and to build a shared purpose and joint action for social accountability. A highlight of the Forum was the presence of World Bank Group President Jim Yong Kim, who engaged in a candid dialogue with participants.

Global Partners Forum 2015

GPSA's 2nd annual Global Partners Forum brought together a diverse and dynamic group of speakers and panelists providing in-depth insight and actionable tools, models, and mechanisms for constructive engagement that have worked in other countries. A variety of case studies served as a discussion point for the ongoing debate and efforts in key areas in the field of social accountability such as: healthcare, education, and infrastructure. World Bank President Kim engaged in a discussion on results and impact of these approaches: "We want to find the solutions coming out of all your great ideas, and then spread them and take them to scale."

Global Partners Forum 2016

We look forward to hosting the GPSA Global Partners Forum on May 19-20, 2016. This year the Forum's central theme is 'Social Accountability for Development Impact.' At the Forum, a deep dive into thinking about initiatives – both citizen and state-led – that revolve around the trends of Learning for Adaptive Management, Constructive Engagement to Co-Production and Inclusive Institutions will help move the field to the next phase. We look forward to our partners discussing these trends in the field and exploring how they are contributing to growing the impact of social accountability.

"InterAction and other civil society actors have closely followed and supported the GPSA's impressive growth into a unique and innovative platform that has the potential to become integral the World Bank's Citizen Engagement Strategy and to build constructive relations with civil society."

Lindsay Coates, President, InterAction

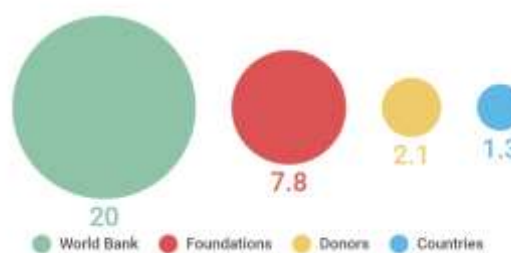
Resource Mobilization

GPSA was launched in 2012 with a seed fund of USD USD20 million from the World Bank Group to establish the program and maintain its operation through fiscal years 2012-2016. As GPSA started to gain recognition and proved to have a distinguished model in promoting citizen engagement, donors showed interest in financing activities of the GPSA.

Current financial support for the GPSA rests on the Bank's USD20 million commitment over four years (2012-2016) together with USD7.8 million of contributions from foundations: Ford, Open Society, Aga Khan and Bertelsmann; bilateral donors contributing USD3.5 million from USA, Finland, Dominican Republic (DR) and Mexico; and USD1.5 million from Global Practices at the Bank.

The Dominican Republic was the first country in the global South to join the group of donors funding the GPSA in 2015. In addition, the Ford Foundation renewed its commitment to the GPSA with an additional USD1 million contribution of USD1 million following its initial USD3 million investment into the GPSA Trust Fund.

Contribution (USD millions)



FINANCIAL HIGHLIGHTS

Since inception in 2012, \$31.1 million has been fundraised in support of the GPSA.

The Dominican Republic and Ford Foundations committed new contributions to GPSA in 2015.

Establishment of partnerships with Bank Global Practices including Water & Sanitation.

Table: GPSA's Fund Donor Contributions as of end of FY16 (in USD thousands) in 2012.

Donor Name	Total Contribution	Outstanding	FY16	FY15	FY14	FY13	Paid-in Contribution
Committed Funding	27,887	2,885	6,727	5,025	6,750	6,500	25,002
WBG	20,000		5,000	5,000	5,000	5,000	20,000
USAID DR	2,100	1,500	600				600
Ford Foundation	4,000		1,000		1,500	1,500	4,000
Aga Khan	500	1250			250		250
Bertelsmann Stiftung	27		27				27
Finland	1,135	1,135					
Dominican Republic	25			25			25
Mexico	100		100				100
Parallel Funding	3,250			1,000	1,250	1,000	
OSF	3,000			1,000	1,000	1,000	
Aga Khan	250				250		

Total Funding	31,137	2,885	6,727	6,025	8,000	7,500	25,002
---------------	--------	-------	-------	-------	-------	-------	--------

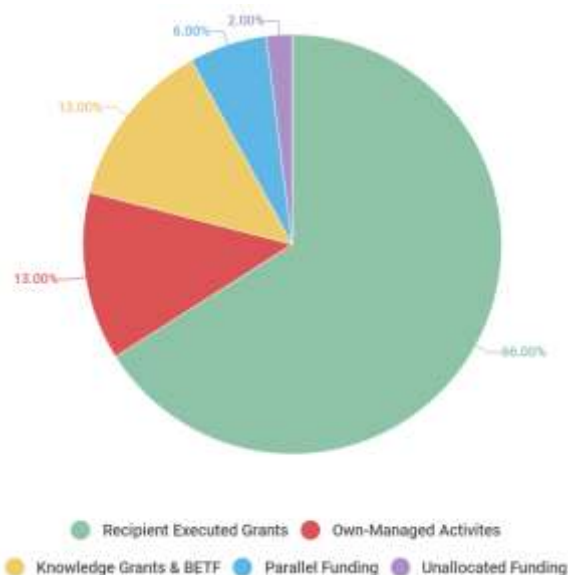
To date, funds have been directed to GPSA's grants portfolio as well as the knowledge component and capacity building facility of the GPSA.

In the context of the Resource Mobilization Strategy, the GPSA works vigorously to generate new financial resources by developing cutting-edge products and partnerships. This strategy is beginning to prove to be effective. Several donors (e.g. bilateral partners and foundations) have expressed interest in supporting or renewing their support to the GPSA, culminating a fresh infusion of finances.

Furthermore, units in the World Bank such as water and sanitation have expressed strong interest in collaborating with the GPSA, taking advantage of the GPSA's dedicated funding and capacity-building mechanisms to support civil society, addressing their needs to engage with government counterparts across different sectors.

Budget and Disbursement

GPSA's funding support to CSOs account for about 66% of the total budget allocation, while 13% are allocated in knowledge activities. Furthermore, by introducing cost-saving measures, GPSA kept core function costs (e.g. program management, monitoring and evaluation technical assistance, communications and learning) at 13% of the total budget allocation, in line with the



average of other World Bank Global Partnership Programs.

Currently, the 23 grants confirmed to date have reached the first disbursement stage and two are currently on their second year of implementation. In practice, all the grant-funded projects are at various stages of inception and have an implementation period of 3-5 years.

"I have been very impressed by the commitment and energy of the GPSA team to take the issue of citizen engagement and social accountability. Strengthening trust between authorities and civil society through social accountability is very compelling. The fact that 50 countries have opted-in, is a great demonstration that the value of the concept is recognized worldwide."

Jaakko Jakkila, Advisor for Democracy and Good Governance, Ministry for Foreign Affairs of Finland

PROJECTS

The GPSA is now supporting 32 projects in 24 countries, for a total envelope of over \$21 million. Projects operate in various sectors, such as health, education, social protection, water, and across issues such as public sector procurement and budget transparency.

In January 2016, nine projects were selected by the GPSA Steering Committee to receive conditional approval and move into the next phase of the process, which includes a due diligence period and opportunities for the CSOs to further refine their proposals. The pre-selected projects cover a range of sectors and approaches that aim to solve key governance problems that countries are facing, and to strengthen transparency and accountability. Each project will be implemented over a period of three to five years and could be awarded up to \$800,000. The list of pre-selected proposals consist of projects to be implemented in Indonesia, Sierra Leone, Guinea, Georgia, Rwanda, Madagascar, Niger and Mauritania. Additionally, two proposals from Benin and Bangladesh were pre-selected to support knowledge activities in the water sector.

Manusher Jonno Foundation (MJF)

Social Engagement for Budgetary Accountability (SEBA)

GPSA Contribution: \$ 848,968

2014 - 2017

Bangladesh

The GPSA is supporting MJF to make use of formal and informal participatory mechanisms, like open budget sessions and neighborhood meetings, to prioritize public investments and assess service delivery in municipalities. Citizen feedback will be used by Union Parishad (municipal) and Upazilla (district) public officials to improve budgetary processes. At the national level, MJF will systematize the lessons from these experiences and share them with a wide constituency of government, CSOs and donors, working to achieve transparent, effective and accountable local governance in Bangladesh's 4,480 Union Parishads.

CARE Bangladesh

Journey for Advancement in Transparency, Representation and Accountability (JATRA)

GPSA contribution: \$644,138

2013 - 2018

Bangladesh

The GPSA is supporting CARE Bangladesh to develop a social accountability model in Bangladesh's Northwest region, taking into consideration CARE Bangladesh's and its partners' past experiences. This social accountability model aims at institutionalizing a participatory budget process mandated by law, by combining the use of formal and informal participatory mechanisms with community radio information campaigns and training of journalists. Union Parishad and Upazilla (district) public officials and citizen representatives will use the information generated to inform resource allocations and to improve service delivery.

Fundación Intermón Oxfam

Good Governance Practices for the Dominican Republic

GPSA contribution: \$727,984

2013 - 2017

Dominican
Republic

The GPSA is supporting Fundación Intermón Oxfam to establish a national consortium of thematic observatories to strengthen and expand social accountability processes, aimed at improving sector budget accountability and service delivery through a local-national network of CSOs and community-based organizations. Using social audits, community scorecards and budget analyses, feedback will be systematized and shared with national and local decision-makers to introduce corrective measures and reforms as needed.

Yayasan Wahana Visi Indonesia (YWV – Indonesia) 2013 - 2019

Citizen Voice and Action for Government Accountability and Improved Services Indonesia

GPSA contribution: \$950,000

The GPSA is supporting YWV – Indonesia to monitor the national Maternal Health Program (Jampersal) by using SMS-based feedback mechanisms and systematizing data through an open, web-based, database to identify service delivery bottlenecks. The project will benefit 52,011 Indonesians, across 36 villages in the 3 Districts of Timor Tengah Utara, Sikka, and Alor. The information generated will help the Ministry of Health to improve the Jampersal Program, and institutionalize social accountability mechanisms for more effective services.

Development Policy Institute (DPI) 2013 - 2018

Voice of Village Health Committees and Social Accountability of Local Self-Government Bodies in Kyrgyz Republic Kyrgyz Republic

GPSA contribution: \$598,833

The GPSA is supporting DPI to strengthen Village Health Committees (VHC) by providing training and information to better engage with local government officials and budget processes. By enabling citizen's feedback through the VHCs, the project aims to generate information on rural health priorities that will be used by the Ministry of Health and other key decision-makers to effectively allocate and monitor health determinants in the public budget. Emphasis is placed on health determinants such as: clean water, safe housing, sanitation, hygiene, epidemiological situation and protection from infections.

CARE Malawi 2013 - 2017

Strengthening Social Accountability in the Education Sector in Malawi Malawi

GPSA contribution: \$950,000

The GPSA is supporting CARE Malawi to improve education services by developing feedback tools for students and parents to monitor teachers' absenteeism in 125 schools, and to monitor procurement of teaching and learning materials (TLMs). Information generated from this project will be used by the Ministry of Education and by the Office of National Procurement to inform decision-making regarding teachers' absenteeism and ways to reduce it, and to procure TLMs in a more transparent and effective manner.

Malawi Economic Justice Network (MEJN)

2013 - 2017

Social Accountability Strengthens Education

Malawi

GPSA contribution: \$705,000

The GPSA is supporting MEJN to make more transparent and efficient the procurement and delivery of teaching and learning materials (TLMs), by monitoring TLMs contracts and their execution, and by strengthening accountability in the sector. Project implementation is coordinated with CARE Malawi to ensure coverage in the country's six education districts. Information generated from this project will be used by the Ministry of Education and by the Office of National Procurement to inform decision-making in the sector and to improve procurement of TLMs.

EXPERT GRUP

2013 - 2019

Empowered citizens enhancing accountability of reform and quality in education

Moldova

GPSA contribution: \$696,955

The GPSA is supporting the EXPERT GRUP to monitor education services in 100 Moldovan schools by facilitating the engagement of students and parents with school authorities to address budget allocation of primary, secondary, general and upper secondary schools. The service quality data will be shared with local and national authorities, including the Ministry of Education, to monitor the impact of recent reforms and to inform policy-making in the sector.

Concern Mozambique

2013 - 2018

Social Accountability Knowledge, Skills, Action and Networking (SAKSAN)

Mozambique

GPSA contribution: \$700,000

The GPSA is supporting Concern Mozambique to build the capacity of local community-based organizations to monitor the quality of health services in extreme poor and poor communities in Niassa and Zambezia provinces. In partnership with two large CSO networks, the Ministry of Health and other relevant ministers, the project will engage with local, provincial and national-level decision-makers to address locally identified performance issues regarding the delivery of critical health services. The project pays special attention to vulnerable groups such as women, persons with disabilities, and HIV infected persons.

Concerned Citizens of Abra for Good Government (CCAGG)

2013 - 2018

Guarding the integrity of the Conditional Cash Transfer Program

The Philippines

GPSA contribution: \$800,000

The GPSA is supporting CCAGG to improve existing feedback mechanisms of the Conditional Cash Transfer (CCT) Program to improve its targeting and assess the experience of the beneficiaries in terms of health and education services in the Northern Luzon region. The project engages the Department of Social Welfare and Development (DSWD), national government

departments for health and education, and local governments at the municipal and barangay levels, in order to trigger government response.

Oxfam Tajikistan

2013 - 2017

Improving Social Accountability in the Water Sector

Tajikistan

GPSA contribution: \$850,000

The GPSA is supporting Oxfam Tajikistan to strengthen the capacity of water associations to monitor the quality of water and sanitation. The information resulting from this mechanism will be made public and shared with the Water Regulator to ensure the adequate provision of water services. It is expected that by 2017, more than 84,000 people will have access to and will participate in the monitoring systems.

www.oxfam.org/en/tajikistan

CORDAID (The Catholic Organization for Relief and Development Aid)

2014 - 2019

Reinforcing social accountability of health services by supporting health committees and the community diagnosis in Bas Congo and South Kivu

Democratic
Republic of
Congo

GPSA contribution: \$800,000

The GPSA supports CORDAID to strengthen the social accountability mechanisms of health centers in the provinces of South Kivu and Bas Congo, by combining service assessment tools with formal agreements between health service providers and users to monitor the quality of health services. The information produce will be used by the District and Province health authorities to improve the quality of the services and to strengthen the role of the Health Committees.

SEND-GHANA

2014 - 2018

Making the Budget Work for Ghana

Ghana

GPSA contribution: \$850,000

The GPSA supports SEND-GHANA to expand the use of SEND's participatory monitoring and evaluation (PM&E) methodology to combine the monitoring of health and education services with sector budget monitoring, at local, district, regional and national levels. Feedback generated from this three-level monitoring system will be systematized and channeled to the planning, monitoring and evaluation units of the Ministries of Finance, Education and Health to inform budget planning and execution.

Center for Health Policies and Studies (PAS Center)

2014 - 2019

Implement participatory social accountability for better health

Moldova

GPSA contribution: \$730,000

The GPSA supports PAS Center to monitor hospital and healthcare centers' performance by implementing a set of social accountability tools that combine both service providers' and users' feedback on healthcare quality, to ensure that the planned health reforms, specifically in the hospital sector, and performance-based financing will become more transparent and patient-centered. The obtained results will be shared with the Ministry of Health, Parliamentary Committee on Social Protection and National Council for Evaluation and Accreditation in Health and other key stakeholders.

Globe International Center (GIC)

2014 - 2018

Transparency and Accountability in Mongolian Education (TAME)

Mongolia

GPSA contribution: \$650,000

The GPSA supports GIC to develop a social accountability process combining the use of community scorecards and the "Good School Assessment" tools, to assess education quality at school level and assess education expenditures through budget analysis. Building on the prior analysis of feedback gaps undertaken jointly with the Ministry of Education, GIC, in partnership with Education For All (EFA) and the Partnership for Transparency Fund (PTF) will work in 8 provinces to compile information from parent-teacher associations, school and administrative staff. This feedback will be shared with the Ministries of Education and Finances to inform implementation of the goals set out in the Education Master Plan 2006-2015.

CARE International Maroc

2014 - 2018

LEAD Project Linking Education and Accountability for Development

Morocco

GPSA contribution: \$720,000

The GPSA is supporting CARE International Maroc to identify areas for improvement in primary education, while strengthening collaboration between Parents Associations and education authorities in 80 primary schools located in vulnerable communities of the regions of Grand Casablanca and Marrakech. The information generated will be used by the Ministry of Education and by regional education delegations charged with defining and allocating education budgets at the district and school levels.

Fundación Comunitaria Centro de Información y Recursos para el Desarrollo (CIRD)

2014 - 2018

TEKOPORÁ Beneficiaries Empowered to Ensure Social Accountability

Paraguay

GPSA contribution: \$600,000

The GPSA is supporting CIRD to strengthen the social accountability mechanisms of the Cash Conditional Transfer Program (TEKOPORÁ) to improve its targeting and the quality of health and education services linked to the program. This project will work with citizen-led municipal roundtables and with beneficiary families to gather and systematize feedback on the CCT's performance, including supply gaps in health and education. The information produced will be shared with the Secretaría de Acción Social (the Social Action Secretariat) and with the Ministries of Education, Health and Finance, to strengthen the targeting, transparency and performance of TEKOPORÁ.

Union Générale Tunisienne du Travail (UGTT) 2014 - 2018
The National Network of Social Accountability Tunisia
 GPSA contribution: \$800,000

The GPSA is supporting UGTT to monitor health and education services, and infrastructure investments in a sample of hospitals, health clinics, and schools by developing a short message service (SMS) system to gather information and by developing other social accountability mechanisms to assess service quality at the facility level. In addition, UGTT will set up a web-based platform to systematize, share and channel the feedback generated to decision-makers and will create a national network for social accountability to strengthen citizen engagement around critical reforms and to promote government responsiveness.

Africa Freedom of Information Centre (AFIC) 2015 - 2018
Enhancing Accountability and Performance of Social Service Contracts in Uganda Uganda
 GPSA contribution: \$650,000

The GPSA is supporting AFIC to strengthen accountability and performance of education, health and agriculture services, by combining tools to monitor contracts, political economy analyses of procurement, and the institutional strengthening of Uganda Contracts Monitoring Coalition (UCMC). With support of the Ministry of Finance and Office of the Prime Minister, the information generated will be used by the Ministries of Education, Agriculture, Health, Finance, National Procurement Office, Office of the Prime Minister and Local Governments of Lira, Oyam, Arua, Kabale and Ntungamo to increase procurement transparency and to improve the quality and effectiveness of services and infrastructure delivered through third-party contracting. This four-year project is closely aligned with the World Bank agenda in Uganda (as reflected in the Bank's Public Expenditure Review: Service Delivery with More Districts in Uganda Fiscal Challenges and Opportunities for Reforms, June 2013) to help promote transparency and accountability of public contracting.

ANSA-EAP 2014 - 2019
CheckMySchool The Philippines
 Open Society Foundations Parallel Grant: US\$750,000

Open Society is supporting ANSA-EAP to establish local partnerships between government, parents and students at 46,000 schools in The Philippines to help students and parents access accurate information and give feedback about educational services to the Ministry of Education through a web-based platform.

Center for Democracy and Development OSIWA- GHANA 2015 - 2019
Building transparency, participation and feedback around local government budgeting and planning systems Ghana

Open Society Foundations Parallel grant: \$ 998,050

The GPSA supports CDD-Ghana to build on its prior social accountability work by focusing on a citizen's education program that will build the capacity of citizens to monitor budgetary allocations and track expenditures, and leverage citizen networks to enhance participation in the budgeting and planning processes of District Assemblies. The project will support 20 partner CSOs in each project district to raise citizens' awareness on budget processes and coordinate all education and capacity building trainings workshops at the local level. Special attention will be given to marginalized and vulnerable groups such as women, the youth, and people living with disabilities (PWDs). The information generated by the project will be used by the Local Government Secretariat, Ministry of Finance and Economic Planning; the sector ministries and the Districts Assembly Common Fund (DACF) Secretariat for improving fiscal discipline at the district level.

Article 19 Tunisia

2014 - 2016

Using the Right to Information to improve rural women's access to quality health services

Tunisia

Open Society Foundations Parallel grant: US\$200,000

The project aims to improve access to quality health services for rural women in the southwest region of Tunisia. Using the Right to Information, it will promote proactive disclosure of information, develop tools and mechanisms to strengthen the demand of information, raise awareness and develop the capacity of key actors. The project will strengthen and develop social accountability mechanisms and build capacity for citizen's participation in the identification, implementation and evaluation of public health services to improve their quality and accessibility. The project seeks to establish public consultation mechanisms, focusing on citizens who live far from health infrastructure, particularly women, who need protection of their reproductive health, the disabled and children with special needs, suffering or at risk of being affected by epidemics. The information generated by the project will benefit the relevant ministry and public agencies, namely of Finance, Health, Interior, including the general direction of Local Authorities, to achieve greater accountability of health service providers.

AKATIGA FOUNDATION

Women's Voices in the Monitoring and Improvement of Universal health Care Insurance Services

Indonesia

GPSA contribution: \$732,000

The project's objective is to improve the implementation of the Universal health Care Insurance Services (UHCIS). The project will empower Muslimat members (the consumers) to monitor their own experience in health insurance in the hospital with the aims to improve patients' understanding of their rights and procedures as well as their experience and treatment; and Highlight and mitigate gaps between patients' experiences, service facilities and procedures in written regulations.

Publish What You Pay Indonesia - (YTSDE)

Indonesia

Voice from Ring One: Citizen Monitoring and Engagement for Transparency and Accountability of Licensing and Revenue Management in Extractive Mining Sector

World Bank Energy and Extractives Global Practice: 500,000

The project aims to increase transparency and accountability in the mining sector, particularly on licensing processes, protection of the environment, and revenue management practices. This will be achieved by enhancing access to sector data, increasing collaboration between stakeholders, and strengthening citizens' capacity to use monitoring tools and effectively participate in revenue collection, enforcement of good mining practices, Extractive Industries Transparency Initiative (EITI) activities, and budget planning.

IBIS

Sierra Leone

Monitoring Post Ebola Recovery Funds: A Focus on Service Delivery

GPSA contribution: \$684,000

GPSA will support IBIS to monitor post-Ebola recovery funds, with a focus on addressing weaknesses in service delivery and accountability through national and sub-national approaches. The project proposes to work with the decentralized structures to track resources, monitor service delivery and promote social accountability.

Search for Common Ground

Guinea

Building Civil Society Capacity to Engage in State Reform Programs, Phase II

GPSA contribution: \$800,000

The project will create opportunities to build the capacity of diverse citizen groups to ensure social accountability throughout the national post-Ebola recovery process. This is planned to be achieved through: creating opportunities for government and civil society actors to design, implement, and monitor budgeting for basic services; and generating and disseminating credible and accurate information on the recovery process to those most affected by the crisis.

Save the Children

Georgia

Improved Social Accountability for Bettering Preschool Quality in Georgia

GPSA contribution: 680,000

The project will support local government in establishing a preschool care and developing monitoring system for quality service delivery. The activities proposed aim to improve the quality of preschool service delivery and enhance social accountability of the entire system. This will be achieved by: designing and establishing a viable benchmarking system including a solid social accountability mechanism for preschool service provision; and Setting up a professional National Preschool Association (NPA), which will include municipality-level task-force groups consisting of parents, representatives of preschool institutions, local governments and municipalities, relevant

ministries, and regional and local representatives, to act as a driving force for emerging changes in the field.

Transparency International TI-RWANDA

Rwanda

Empowering farmers at district level through social accountability tools to improve Performance contracts "Imihigo" in Rwandan agriculture

GPSA contribution: \$790,000

The project aims to strengthen farmers' ownership of agricultural development projects by involving them in the planning process and documenting lessons learned with the objective of informing future policies and programs. The project will increase farmers' ownership of agricultural development projects through effective participation in planning, monitoring and evaluation of district performance contracts in districts; deepen cooperation between CSOs and public administration in the process of empowering farmers to participate in the district performance contract planning cycle; integrate lessons learned from pilot districts into the agricultural sector policy design at the local and national level; and include the Ministry of Local Government and Agriculture and the Rwandan Governance Board in policy-making and design of methodological guidelines for inclusive planning and participation.

SAHA

Madagascar

Citizen Involvement in Municipal Service Improvement (CIMS)

GPSA contribution: \$700,000

GPSA will support SAHA in enhancing service delivery and domestic resource mobilization by improving transparency and accountability mechanisms between local governments and citizens. This would be achieved through participative planning and budgeting in local communities. Specific objectives are: to increase recuperation rate of local tax; transparency of resource allocations to municipal areas by the Decentralized Technical Services (in at least 3 of the 5 Project regions); and double access of vulnerable groups to basic health services, reduce school dropouts by 50%, and increase access of marginalized groups to land by local acknowledgment of land rights.

Oxfam Novib

Niger

Strengthening the social contract in Niger. "Budgets are more than money in money out!"

GPSA contribution: \$800,000

The project supports a more responsive and participatory budgeting process. This will be achieved by creating spaces for dialogue between citizens and local, regional, and national authorities; deepening citizens' understanding of the budget process; strengthening budget institutions; and building the organizational and analytical capacities of CSOs to implement social accountability initiatives.

Eco-développement

Mauritania

Transparency Of the Mauritanian Education Budget, TOME

GPSA contribution: \$605,000

The project's idea is to promote transparency in the implementation of the government's budget intended for the basic education sector. To achieve this, the projects looks to pursue broader objectives such as: The increase of participatory monitoring of the education budget; constructive dialogues between the Government and the Civil Society in order to improve the basic education services; and increased the capacity of Mauritanian Civil Society to boost social accountability.

Knowledge Grant**FUNDAR**

2013 - 2016

GPSA Knowledge Platform

Mexico

GPSA Contribution: US\$150,000

FUNDAR has received a GPSA grant to develop and manage the GPSA Knowledge Platform, an on-line interactive space for networking, sharing and learning that joins a member community of 1000+ social accountability practitioners, researchers and advocates. It offers courses, e-seminars, forums, notice boards, resources and more. The online Platform, complementing the GPSA's offline knowledge activities, has been envisioned as the main tool for supporting the learning, networking and knowledge exchange of the GPSA's grantees and of other CSOs working on social accountability in the global south.

GPSA's Strategic Future Directions

The GPSA has achieved important milestones over its initial four years. *The 2015 Independent Evaluation concluded that: “notable results have been achieved at the program level”, building a “solid institutional platform”, and that “stakeholders are strongly supportive of the program and its results to date”.* The priority for the next phase of the GPSA – now past the “proof of concept” stage – is to **scale the reach and the impact of our work.**

The GPSA strives to satisfy the growing demand for social accountability initiatives worldwide. The GPSA seeks to draw on the experience, knowledge, and resources of external partners to enable the scaling-up of such social accountability initiatives. While it can be horizontal, scale is achieved through practice and knowledge transfer supplemented with sound technical capacity. The GPSA will scale through a strategic approach that builds on seeds planted in the first phase of the Program. The main strands of this approach are:

- Building **stronger synergies with World Bank operations** – while retaining the GPSA’s unique mandate – to leverage the impact of our grant portfolio and supporting the Bank’s citizen engagement mandate
- Working closely with **Transparency and Accountability platforms and partners** such as the Open Government Partnership, and linking our work with the main initiatives and objectives, in particular the **Sustainable Development Goals.**
- Replicating and adapting the GPSA model to create **country or regional-level programs,** under the GPSA’s supervision.
- Tailoring efforts and developing **new capacity and funding instruments** to support organizations and countries in different stages of development
- Developing approaches and tools to address challenges of Social Accountability in **fragile & conflict-affected states,** in **emergency response situations,** and to reach the **most vulnerable** communities and individuals.

These second generation interventions will build on the successful current granting and knowledge model, with an emphasis on **leverage, partnership, stronger local knowledge, and adaptability to contexts.** In common with the first generation, the GPSA will continue to build a strong links between **citizen voice and government response,** based on the unique capacity of the World Bank to bridge the gap between civil society and the state.

ANNEX I: OPTED-IN COUNTRIES

Antigua and Barbuda

Argentina

Bangladesh

Belarus

Benin

Brazil

Burkina Faso

Cameroon

Chile

Colombia

Comoros

Costa Rica

Democratic Republic
of the Congo

Dominican Republic

Georgia

Ghana

Grenada

Guatemala

Guinea

Honduras

Indonesia

Jamaica

Jordan

Kyrgyz Republic

Madagascar

Malawi

Mali

Mauritania

Mexico

Moldova

Mongolia

Morocco

Mozambique

Namibia

Niger

Paraguay

Philippines

Rwanda

Saint Kitts and Nevis

Saint Lucia

Saint Vincent &
Grenadine

Senegal

Sierra Leone

Tajikistan

Timor-Leste

Togo

Tunisia

Uganda

Ukraine

Yemen

ANNEX II: STEERING COMMITTEE MEMBERS

World Bank Representative and Chair of Steering Committee

Mr. Jan Walliser, Equitable Growth, Finance & Institutions, World Bank Group

Delegate Chair:

Ms. Deborah L. Wetzel, Senior Director, Governance Global Practice

Government members

Ms. Magdalena Lizardo, Director, Economic and Social Analysis Unit, Ministry of Economy, Dominican Republic

Mr. Md. Abdul Malek, Secretary, Local Government Division, Bangladesh

Mr. Newby Kumwembe, Secretary to Treasury, Ministry of Finance, Malawi

Donor members

Mr. Jaakko Jakkila, Advisor for Democracy and Good Governance, Ministry for Foreign Affairs of Finland

Mr. David Beer, Advisor to the UK Executive Director

Mr. Rakesh Rajani, Director of Democratic Participation and Governance, Ford Foundation.

Global Partners

Jonathan Hargreaves, Head of Governance, Open Societies and Anti-Corruption, DFID

CSOs Members

Ms. Lindsay Coates, President, InterAction

Mr. Said Issa, Board Chairman, ANSA-Arab World and Manager, Lebanese Transparency Association

Jonas Rolett, Special Advisor to the Chairman, George Soros, Open Society Foundations

ANNEX III: GLOBAL PARTNERS

Africa Freedom of Information Centre	European Venture Philanthropy Association	LIRNEasia
African Child Policy Forum	Eurasia Foundation of Central Asia - Tajikistan	Llorente y Cuenca
Aga Khan Foundation	EXPERT GRUP	Making All Voices Count
Akvo	FOMICRES	Management Sciences for Health
AI Bawsala	Ford Foundation	Mexicanos Primero
Article XIX	Fundación Avina	MEXFAM
Bond UK	Fundacion Comunitaria Centro de Informacion y Recursos para el Desarrollo (CIRD)	Mo Ibrahim Foundation
CARE International	Gates Foundation	Nestle
CARE Maroc	German Marshall Fund	Netafim
Carnegie Endowment for International Peace	Global Good Fund	Nigeria Network of NGOs (NNNGO)
Center for Health Policies and Studies (PAS Center)	Global Integrity	Open Government Partnership
Center for Inclusive Governance	Global Initiative for Fiscal Transparency GIFT	Open Contracting Partnership
Centre for Peace and Development Initiatives (CPDI)	Globe International NGO	Open Society Foundations
Center for Women in Governance (CEWIGO)	Google Web Academy	Organization of American States
Centro Latinoamericano de Administración para el Desarrollo (CLAD)	GoGo Foundation	Overseas Development Institute
Civil Society Forum of Tonga	GuideStar	Oxfam International
Citizen Engagement for Social Service Delivery	Hadassah International	Oxfam Tajikistan
Citizen's Campaign for Right to Information	HelpAge International	Pacific Islands Association of NGOs (PIANGO)
Ciudadanos Al Dia	Helvetas	Partners In Health
Collectif Marocain du Volontariat (Moroccan Network of Volunteering Work)	HIVOS	Partnership for Transparency Fund
Concern Universal Mozambique	ICCO	Philips
Consejo de la Prensa Peruana	IDS	Plan International
Consumers Union of Tajikistan	IFEHS - Initiative for Food, Environment and Health Society	Policy Forum
Cordaid	Instituto de Desarrollo y Comunicación	PowerCom
Corruption Free Society	Integrity Action	Precision Development Research and Advocacy Consultants
Asociación Civil por la Igualdad y la Justicia (ACIJ)	InterAction	Public and Private Development Center
Asociación por los Derechos Civiles	Inter-American Development Bank	Publish What You Pay
GovFaces	International Center for Journalists	Reboot
DiXi	International Planned Parenthood Federation	Red Argentina para la Cooperación Internacional (RACI)
DfID - Department for International Development	International Federation of Red Cross and Red Crescent Societies	Reproductive Health Uganda
Enough is enough	International Rescue Committee	Results for Development
European Commission	JDC Joint Distribution Committee	RTI
	Keystone Accountability	Save the Children
	Kudirat Initiative for Democracy (KIND)	SGS - Soci�t� G�n�rale de Surveillance
	Linking the Youth of Nigeria through Exchange (LYNX)	Simavi
		Sindh Education Foundation
		Social Impact Lab (former FrontlineSMS)
		Social Value International

Social Value UK
STARS Foundation
State Accountability and Voice Initiative (SAVI)
Sunlight Foundation
Synergos
Teach For All
The Asia Foundation
The Engine Room
The Transparency and Accountability Initiative
The World Bank Group
ThinkWell Global
Transparency International

Transparency International Ukraine
Transparency Maroc
Transparency Mexicana
Trinidad and Tobago Manufactures' Association
Twaweza
Uganda National Health Consumers Organization (UNHCO)
Uganda National NGO Forum
UNICEF
Union Generale Tunisienne de Travail (UGTT)
United Nations Division for Public Administration and Development Management (UNDESA)

Universidad de San Andres
Water Witness International
White Ribbon Alliance
Women in Parliaments Global Forum
World Federation of Engineering Organizations (WFEO)
World Learning
World Vision International
Vital Voices
VNG International
VSO International

www.theGPSA.org | GPSAknowledge.org | GPSA@worldbank.org

CONNECT WITH
THE GPSA



Twitter @gpsa_org



Vimeo @thegpsa_org



Flickr @gpsa_org

