Global Partnership for Social Accountability (GPSA)
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PART 1 OF GPSA APPLICATION

SECTION 1: PROJECT BASIC DATA SHEET

1.1 **Project Title.**Guarding the Integrity of the Conditional Cash Transfer Program

1.2 **Country where the Project will be implemented.**Philippines

1.3 **Project Overview**

- ➢ **Recipient/executing organization name.Concerned Citizens of Abra for Good Government (CCAGG)**

- ➢ **Address of recipient organization**.

  Concerned Citizens of Abra for Good Government (CCAGG)
  2/F DZPA Building, Rizalcorner Zamora Streets,
  Zone 6, Bangued, Abra, PHILIPPINES
  www.ccagg.com

- ➢ **Country in which applicant CSO is a legal entity**. Philippines

- ➢ **Mentee(s) organization(s) name(s)**

- ➢ **Project Main Contact**. Ms. Pura Sumangil, CCAGG President

- ➢ **Phone.** (+63-74) 752-8196

- ➢ **Email.** ccagg2018@yahoo.com

- ➢ **Project implementation period: Start date.**1 September 2013

- ➢ **Project implementation period: End date.**31 August 2017

- ➢ **Project geographic sco**pe: Sub-National - 30 municipal local government units in Northern Luzon covering the Cordillera Autonomous Regions, Region 1 and Region 2 consisting of 15 provinces and 1 city, namely: CAR – Baguio City, Abra, Apayao, Kalinga, Ifugao, Benguet, and Mountain Province; Region 1 –Ilocos Norte, Ilocos Sur, La Union, and Pangasinan; Region 2 – Batanes, Isabela, Nueva Vizcaya, Cagayan and Quirino.

- ➢ **Requested GPSA Grant amount. Total Project cost.** (in US dollars) $800,000

➢ **Total Project cost. (in US dollars). $800,000**	
➢ **Financing sources**. Additional financing sources. If yes, please list them and include the budget amount contributed by these sources to the Project.	
➢ **Financing sources**.	
➢ **Grant Request:** $800,000	

SECTION 2: PROJECT OBJECTIVES

2.1 Describe the proposal's core objective(s), distinguishing between the higher-level goals that guide it and the specific, strategic objectives that are expected to be achieved during the project's time frame.

The general aim of the project is to contribute to a sustained increase in the standard of living of the low-income population that is the target of the government's CCT Program. A WB Impact Evaluation (2013) of the Program has already shown a favorable impact in beneficiaries' health and education. This finding has been confirmed independently by the results of the PTF-funded project in Abra undertaken by CCAGG. It is our belief that to sustain the gains thus far achieved by CCT, it is key to build community-level mechanisms for transparency, accountability and citizen participation to ensure more effective delivery of the CCT Program and other services developed in support of the Program.

The project's objective is to strengthen the integrity of the CCT Program through government-private partnership at the community level. The principal strategy is to build a strong and sustained civil society role in the CCT Program by mobilizing well-trained community-level volunteers to ensure program integrity and build the capacity of the CSOs that are engaged with it.

Specific objectives of the project are to:
- monitor CCT Program implementation and compliance with CCT conditionalities;
- build the capacity of the member organizations of the Northern Luzon Coalition of Good Government (NLCGG);
- empower CCT beneficiaries for active citizenship and partnership in community development;
- ensure that lessons from the project are learned and shared, and that global best practices are introduced; and
- develop and improve upon SAC tools developed in earlier projects to build capacity of local communities and beneficiary groups.

The Project will engage the Department of Social Welfare and Development (DSWD), national government departments for health and education, and local governments at the municipal and barangay level in the 30 selected municipal LGUs.

2.2 **Indicate the proposal's focus area**.

Social accountability initiative or Program	√
CSO Institutional strengthening	√
Capacity-building and technical assistance	√
Mentoring [one or more of the above through mentoring]	

2.3 **GPSA Pillars of Governance.** Which GPSA "pillars of governance" are addressed by the proposal? Mark all that apply.

Pillars of Governance	GPSA Expected Outcomes (Program level)	Pillars addressed by the Project
Transparency	➢ People are able to get more information about government activities and are able to use this information effectively	√
Representation and voice	➢ People have a mechanism and/or policies through which they can voice their concerns to the government and influence policy	√

Accountability	➢ Governments are more accountable to beneficiaries in delivery of services and in management and use of public resources	√
Learning for improved results	➢ GPSA beneficiaries have greater knowledge and practice of social accountability, and civil society organizations have greater capacity to implement social accountability initiatives	√

2.4 Project Goals and CSO's Mission.

CCAGG is the lead organization. It will work in close partnership with RECITE another strong Northern Luzon CSO.

In the WB Impact Evaluation (2013) of CCT Program one of the challenges that emerged is the *wide gap* between the grant amounts beneficiaries are *eligible* for (23% of household per capita income) and the amounts that beneficiary households *actually received* (only 11% of the household per capita consumption). This proposed project would find out WHY and focus its attention and monitoring to providing HOW to bridge this gap.

CCAGG is a pioneer of social accountability initiatives in the country. Starting in 1986 as election watchdog in the province of Abra, it has now become one of the more successful and respected CSOs in the country. Community-based project monitoring and participatory auditing of government projects are its signature activities. For its pioneering works, CCAGG has been a recipient of multiple awards, most notably the prestigious Integrity Award from the Transparency International (Berlin).CCAGG is strong in networking as when it spearheaded and nurtured the organization of the Northern Luzon Coalition for Good Government. As a practitioner, it has printed for general use several SAc knowledge products developed in partnership with government agencies in the process of project implementation: *Handbook on Community-Based Participatory Audit* (adopted by the Commission of Audit), *Laymanized Manual on Monitoring Infrastructure Projects* (adopted by Department of Public Works and Highways), *A Guide for Monitoring Water and Irrigation Systems* (adopted by the National Irrigation Administration), *Initiatives in Citizenship-Building in Abra Province*, *Manual of CCAGG's Social Accountability Initiatives* and the WBI-published *CCAGG Philippines Monitoring Guide for Roads*. It has a weekly radio program and regular CCAGG Monitor Column at Abra Today Newspaper, which it uses as a vehicle for dissemination of project information, public education and discussion of governance issues. CCAGG is a voting member of Regional Development Council of Cordillera Administrative Region and the Regional Project Monitoring Committee. CCAGG has signed Memorandum of Agreements with the Department of Social Welfare and Development (DSWD), Department of Public Works and Highways (DPWH) and Commission on Audit (COA) and has since been actively engaged with these government agencies. CCAGG is also engaged with the Office of the Ombudsman, another accountability institution. CCAGG recently completed the CCT Watch project funded by PTF, which aimed at an in-depth detailed diagnosis of the CCT Program and how to enhance its integrity in the province of Abra.

RECITE, an active member of NLCGG, is a specialized CSO focused on designing citizen monitoring initiatives, customizing SAcc approaches and tools to empower and foster active citizenship at community levels, and building partnerships between citizens and government in the practice of social accountability. RECITE is an accredited DSWD service provider for the CCT Program. Last year it piloted a new approachto social accountability in the CCT Program in a project financed by ADB.Onthe strategic concerns of sustainability of the gains of the program so that the beneficiaries continue their socio-economic development even after their exit from the program, RECITE piloted a sustainability mechanism that develops the capacities of the beneficiaries for active citizenship and engage in local governance. The strategy is to develop a Parent Leader as community development facilitator/monitor and use the Family Development Session as the platform for capacitating the beneficiaries. This reinforces the findings of the CCT impact Evaluation, which notes that "the FDS also could be used as an avenue to empower and facilitate the poor to voice demands for more and improved social service delivery. This would not only benefit the program through improved health and education services, but it could also plant seeds for a more organized venue for the poor to voice their needs."

CCAGG and RECITE requested the Partnership for Transparency Fund (PTF), an international CSO incorporated in the USA, to support project implementation and to take responsibility for its K&L component. PTF has access to worldwide network of volunteers and has financed 25 anti-corruption projects in the Philippines since 2003.

The two CCT-related projects implemented by CCAGG in Abra and by RECITE in Pangasinan have aptly demonstrated the strategic roles of these CSOs in ensuring effective CCT implementation. CCAGG started with CCT beneficiary verification and monitoring but bothprojects converged in the approach to transform the CCT beneficiaries, through enhancement of FDS, into active citizens engaged in various forms of social accountability. Lessons Learned from these project are discussed in Section 3.4.2.

2.5 Project Beneficiaries.

2.5.1   Project's main direct beneficiaries.

The Project's direct beneficiaries are the same CCT Program's target group in the 30 covered municipal LGUs, these are the poor households that are enrolled in the CCT Program in Northern Luzon. By definition, eligible households are those categorized as "poor" by the DSWD's National Household Targeting System for Poverty Reduction (NHTS-PR), and have children 0-14 years old or a pregnant woman at the time of assessment. They have agreed to meet the conditions set forth by the CCT Program such as their children's regular attendance in schools and the mothers' regular visits to health clinics.

Beneficiaries are divided into groups and within each group of 25 beneficiaries one volunteer beneficiary will be trained as Parent Leader (PL). PLs will become volunteer community facilitators/monitors, who will be actively involved in the planning, implementation and monitoring of the Program. Building on that, this is expected to lead to the PL's active involvement in community affairs, and thus providing venues for dialogues with local officials on the various issues and concerns in the community and how to address them. The PLs, after receiving training on active citizenship and social accountability, would start cascading the knowledge to household beneficiaries. They will themselves become involved in civic affairs of the community, in local governance bodies, and in active pursuit of economic activities with newfound values of self reliance and empowerment to demand provision of economic opportunities from government.

2.5.2 Project's indirect beneficiaries.

DSWD, the CCT Program's implementing agency will benefit from the increased involvement of the beneficiaries in the planning, implementation, monitoring and evaluation of the Program. This will improve its operations and lead to an increased level of compliance of the beneficiaries.

The second group of indirect beneficiaries is the member organizations of NLCGG and the NLGCC as an Alliance; they will benefit from the capacity building assistance to be provided under the Project.

The municipal and the communities at large are indirect beneficiaries, as a result of having a much more engaged local citizenry that will ensure greater local accountability, transparency and participation.

SECTION 3: PROJECT DESCRIPTION

3.1 Sectors of Focus.

Please mark the sector(s) of focus of the proposal		Mark proposal's scope for the sector(s) indicated		
		National	Regional (in-country)	District/Local
Core public sector focus	Transparency/Access to Information		X	x
	Budget Accountability			
	Procurement			
	Anti-corruption		X	x
	Other (please specify)			
Sector focus	Education		X	x

Please mark the sector(s) of focus of the proposal	Mark proposal's scope for the sector(s) indicated		
	National	Regional (in-country)	District/Local
Health and nutrition		X	x
Social protection		X	x
Water and Sanitation			
Energy			
Transport (roads/public transport)			
Natural resources			
Other (please specify)			

3.2 **Project Strategy.**	
3.2.1 Summary of Project strategy.	

CCT is the government's flagship social protection program with a budget of P44.25 B in 2013. Keeping it from becoming a huge dole out program, undermined by corruption, is the major governance issue, particularly as the CCT rests on reciprocal performance of co-responsibilities by beneficiaries and government. The ultimate governance issue is sustaining the gains of the Program so that beneficiaries continue their socio-economic development even after their exit from the Program.

The Project's strategy will (a) put in place an enhanced monitoring and verification system that protects the integrity of the CCT Program; (b) empower beneficiaries to undertake community-level monitoring and (c) mobilize and strengthen a coalition of CSOs to use common social accountability practices across the Northern Luzon region.

 Project implementation is phased, starting in only 5 LGUs. New municipal LGUs will be added in the next two years. The full range of project interventions will be provided only during the first two years from the time each LGU is covered. In the final stages the project will confine itself to monitoring performance of Parent Leader Monitors in sustaining CCT integrity and how they are able to participate in barangay governance.

K&L activities are consolidated into one component to be managed by PTF as a quality assurance mechanism to produce the best knowledge and learning on the practice of social accountability and results for use by CCT practitioners and policy makers. One particular concern is to ensure that the body of knowledge and learning from project experiences is fully and effectively disseminated and shared with other CSOs working on CCT Program in other regions. Both CCAGG and RECITE are members of national network of NGO's and these affiliates are natural venue for sharing the knowledge and learning from this project. There are also tri-media institutions existing in their respective localities for this purpose.

3.2.2 Strategy for building multi-stakeholder support.

The Project will showcase multi-stakeholders participation in project implementation. At the local/community level, CCAGG has allocated roles to NLCGG, representing the church, indigenous peoples, peoples' organization and academia. The Project has secured the support of ANSA-EAP for building the capacity of the NLCGG members. The Project has also tasked PTF with introducing relevant global 'best practices', case study documentation, and management of K&L component.

The Project will proactively use existing policies on government-CSO partnership to building community level support for the Project. For accessing planning/budget support, such policies include: DBM-DILG-DSWD-National Anti-Poverty Commission Joint Memorandum Circular on MC No. 1 - implementation of bottom-up planning; the DBM National Budget Circular 536- guidelines on Partnership with CSOs and Other Stakeholders in the preparation of agency budget proposals; and the DBM National Budget Circular 539 - guidelines on partnership with CSOs and other stakeholders in the execution of the agency budget.These entry points are critical to providing opportunities to beneficiaries to participate in the development of their communities.

The Project will also tap the networks built by NLCGG and its individual members with local and national public agencies, media, and their membership in government planning or budgeting councils in regional, provincial, municipal and

barangay levels.

3.2.3 Strategy of constructive engagement.

DSWD, municipalities and barangays are the main interlocutors from the public sector for the Project, with the regional offices of the Departments of Health and Education also playing important role. Lessons learned from previous projects have demonstrated the importance of Memorandum of Agreement in establishing relationship and producing the desired results. Thus at the start of the Project an *enhanced* MOA will be signed with DSWD at the national level that sets out the responsibilities of each of the parties involved. This MOA is enhanced with addition of two features that will add value to the usual MOA document. First, the MOA will also become an accountability tool. It will provide for mechanism for timely resolution of issues that tend to widen the gap between grant entitlement of beneficiaries and what they actually received, as described below. The Project Result Framework contains indicators that capture this outcome. Secondly, the enhanced MOA will also set the path for mobilizing additional government support to CCT beneficiaries in a coordinated manner particularly during their transition from CCT Program to self-reliance. At the barangay level new relationships will have to be forged. Instead of a MOA, RECITE is developing/piloting a system of social contracting between the local barangay officials and the beneficiary groups. The empowered beneficiaries can undertake collective actions and demand delivery of basic services from service providers, particularly the LGUs.

Constructive engagement implies a two-way relationship with the public sector sharing the information civil society needs, and by CSOs sharing the information generated by the project's monitoring and other activities with state partners. It will be crucial that civil society engages the state in a constructive manner; similarly state agencies should be responsive to monitoring findings and recommendations from CSOs.

The Project will produce categories of information that will have different impact or uses to different levels of state actors. For instance, information on inclusion, exclusion of beneficiaries and leakages in the system such as those found in some Abra towns by the PTF-funded CCT Watch verification process are important feedback to national program management and policy makers. On the other hand, community-level information generated by project activities that points to factors that contribute to the *gap* between amount of grant households are entitled to receive and how much they actually received and information that will lead to reduction or elimination of this gap are of strategic and practical value that they should reachall levels of stakeholders - national decision makers, field level implementers, beneficiaries, and the public domain. The WB Impact Evaluation (2013) cited the following actions/factors for reducing this gap: (a) improving the levels of compliance with program conditionalities to maximize the grant transfer to program beneficiaries; (b) regularly update the program beneficiary database to reflect the new schools and health facilities the beneficiary children are attending, to ensure that compliance with conditionalities are effectively reflected in the Compliance Verification process; (c) ensuring that health facilities and schools report compliance with conditionalities regularly and in timely manner through the Compliance Verification process. Most of these actions are beyond the control of beneficiaries; they depend on the efficiency of service providers. Thus the Project's compliance verification must therefore also deal with monitoring supply-side efficiency. The Project's baseline survey and M&E system will develop indicators for measuring this gap and focus on periodic measurement of progress in bridging this gap.

Processing of this information, in the context of constructive engagement, will need to be participative and transparent. At the community level, there will be public hearings between the service providers and the empowered beneficiaries for the constructive resolution of issues. At the national/sub-national level, there can be policy dialogue to resolve issues brought forth by project information. In this sense, the enhanced MOA, as an accountability tool, will also feature mechanisms for public dialogue between CSOs and DSWD.

3.2.4 Communications and outreach strategy.

Communications and outreach are key elements in the process of change enunciated in this proposal: (a) raising awareness about the CCT benefits and corresponding responsibilities; (b) mobilizing citizen volunteers for collective action and building their capacities for social accountability; (c) carrying out monitoring of integrity of CCT in project area using a variety of SA

tools as checked in section 3.3; (d) doing regular M&E of outcomes and sharing results with authorities, media and network partners with constructive engagement to improve outcomes perspective.

The Project will use a variety of tools to reach out to beneficiaries, public sector agencies and local media. These include:
- Focus Group Discussions, community meetings, seminar-workshops, conferences and public presentations
- Photo and video documentation
- Utilizing the local media to inform the public (as is already being done by CCAGG)
- Social internet media
- Linking with existing outreach programs of schools and colleges
- Development and maintenance of an active website

An important element of the Project's communications and outreach strategy will be its K&L component and further details are provided in the description of that component. We believe that the key outcomes we seek through the project will be improved by the above communications and outreach activities.

3.2.5 Choice of social accountability mechanisms and tools.

Following are the main social accountability tools and strategies that will be used under the Project:

- Advice to DSWD, DOH and DepEd on policies and practices that may need to be introduced or modified
- The provision of information on Project activities and its findings to local media and principally through the Project's website
- Accessing public information relevant for the Project from DSWD, DOH, DepEd and local governments
- Mobilizing local volunteers using a variety of tools (including FGDs and SMS)
- An extensive capacity building component during the first year of the Project for CSO members of the Northern Luzon Coalition for Good Government
- Participation in barangay and municipal council meetings
- Using citizens scorecards and social audits to assess the availability and quality of education and health services that CCT beneficiaries must use as a condition for receiving cash transfer payment
- Providing channels for citizens to express their grievances or complaints related to the CCT program (public hearings)
- Development of Parent Leaders as community leaders

Many of these tools have been used in the past by CCAGG and RECITE and the Project will build on their experience. Based on the project's K&L Plan, the specification and use of these social accountability tools will be enhanced with global best practices adapted to Philippine local conditions. They will form part of the Project Operations Manual that will guide how these SAcs will be used to improve the key outcomes we seek through the Project, namely: (a) empower household beneficiaries to avail full benefits in the program; (b) empower citizens to demand and monitor authorities' responsiveness to citizen's needs; (c) reduced leakages in delivery of CCT services; and (d) improved efficiency in CCT allocation and expenditures in the project area. The Operations Manual will ensure that a common menu of SAcs tools will be used by all CSOs engaged with the project in all project areas.

This menu of SAcs tools and approaches will be reviewed during Mobilization phase to ensure that each one of them will have *definite purpose and add value* to improving the CCT Program, its effectiveness, and the efficiency of implementation at community level. These SAcs tools will include global best practices, which PTF will review and consolidate in the Best Practice Notes.

3.3 Social Accountability Tools.

Social Accountability Tools and Mechanisms	
Transparency and Access to Information	
Develop policy proposals to advance new, modify or reform existing transparency and access to information legislation or regulations (national, state/provincial, municipal, sector)	x
Develop information and communications materials to make public information accessible to targeted audiences	x
Submission of requests for access to public information	x
Develop online database to display public information in accessible, understandable formats	x
Independent budget analysis (national, state/provincial, municipal, sector)	
Use of Supreme Audit Institution reports/other Oversight Agencies' reports & data	x
Other(s) Please specify:	
Voice and Representation	
Develop civic application to display public information **and** engage citizens or targeted audiences through the use of ICT tools (e.g. crowd-sourcing, SMS)	x
Capacity-building of CSOs, CSO networks and/or targeted citizen groups	x
Setting-up or strengthening state-civil society councils or committees	x
Use of formal public petition process or organization of informal collective petition process (e.g. using web-based petition tools)	
Use of formal citizen participation mechanisms (e.g., public hearings, participatory rulemaking processes, etc)	x
Other(s) Please specify:	
Accountability	
Develop online civic application to monitor government's enforcement of transparency/ATI policies	
Develop web-based civic application to monitor (national, state, municipal, sector) public Programs and institutions	
Independent budget monitoring (including budget expenditures tracking, budget process monitoring)	
Design and implement community scorecards to assess service delivery (availability of inputs, service quality)	x
Design and implement social audits of public policy/public Program implementation, community-based monitoring of public works' execution	x
Independent monitoring of procurement and contracting processes	
Design and implementation of complaints handling or grievance redress mechanism	x
Collaboration with accountability institutions (e.g. Ombudsman Office, Supreme Audit Institution)	x
Use of international standards and monitoring mechanisms to monitor (national, state/provincial, municipal, sector) country's compliance, enforcement and implementation of policies and Programs	x
Other(s) Please specify:	

3.4 Summary of Project Components.	
3.4.1 Project Summary.	

Component 1
Monitoring of CCT Cash Transfer and Compliance with Conditionalities, and Beneficiaries' Quality Access to Conditionality Health and Education Services.

Objective: Ensure the integrity of the CCT program.

1. Monitoring the Conditional Cash Transfer Program
   - validation of the list of beneficiaries ("excluded "and "included" procedures)
   - tracking the flow of funds
   - compliance with Program conditions

- reports and documentation on irregularities
2. Monitoring the availability, accessibility, and qualityof health & education services (linked to the CCT Program)
   - elementary schools
   - immunization
   - maternal health services

Component 2
Mobilizing Household Beneficiaries to engage in Applied Social Accountability at the Community Level.

Objective: Establish at the community level social accountability mechanisms for CCT beneficiary participation in governance. The conditionality for mother-beneficiaries to attend a monthly Family Development Session (FDS) becomes the pathway for the beneficiaries to assume a broader role in local governance.

1. Conduct of Family Development Sessions and Empowering Parent Leaders
   - Organizational development
   - Capability-building of Parent Leaders on family development
   - Training in social accountability
   - Mobilization of Parent Leaders as community-based Facilitators and Monitors
2. Participation in Barangay Governance
   - Seek representation in Barangay Development Council or local bodies
   - Attendance in Barangay Assembly
   - Advocacy of issues affecting the poor
   - Sustainability action Planning workshops

3. Linking to Productive Activities
   - Open Productive Opportunities to Household Beneficiaries
   - Mobilizing Support Services of Other Agencies
   - Engaging in Economic Activities

Component 3
Building the Capacity of CSO members of the Northern Luzon Coalition for Good Government particularly those engaged to implement the project.

Objective: Strengthening a coalition of CSOs to build a strong and sustained civil society role in the CCT Program

1. Capability-building of the NLCGG members
   - On-the-Job trainings on Community Organizing, Social Auditing, Budget Monitoring & Analysis, Financial Management & analysis, ICT, sector / policy analysis
   - Social accountability tools / modules development and implementation
   - Research & Documentation
   - Advocacy (at different levels)
   - Utilization of electronic social media
   - Technical writing

Component 4
This component serves as quality assurance mechanism to produce the best knowledge and learning on the practice of social accountability and results for use by CCT practitioners and policy-makers in order to enhance program integrity.

Objectives: Introducing global best practices, Extracting lessons from Project implementation experience, Sharing of experience within and outside the direct Project environment, Producing high quality knowledge products

1. Provide Good Practice Notes on CCL Program implementation from around the world
2. Generating Operations Manual and Guidelines (with CCAGG and RECITE)
3. Implement Communication and Out Reach program/Sharing Events/Workshops
4. Generate high quality K&L Products

3.4.2 Summary of Lessons Learned.

This section would refer to lesson learned and on-going experiences of CCAGG and RECITE from their PTF-funded CCT projects, which could add value to the proposed GPSA project.

1.   The Memorandum of Agreement between DSWD and CSOs, like CCAGG and RECITE, provided a stronger government -CSO partnership for pursuing transparency and social accountability initiatives. Many CSOs have been able to leverage their MOA for the Kaagapay (Partner), Gabay (Guide), Tulay (Bridge/Link), Bantay (Monitor) program with DSWD to find new areas of mutually beneficial partnership with the agency, thereby further cementing relationship and trust. In many forums organized by DSWD, both CCAGG and RECITE have been invited to showcase their project experiences as Best Practice for newer CSOs to learn from. Their confidence in what they were doing in their PTF-funded CCT projects is born from this established relationship with DSWD. They are close and they know the current thinking of DSWD for CCT Program and CSOs role in it. For instance, what RECITE did to enhance the FDS program in the ADB pilot became the platform for DWSD's roll-out of FDS+ technology nationwide. This FDS+, a product of one-month pilot, is now being refined and enhanced further in the ongoing PTF-funded CCT project. It's 8 month duration, allows RECITE to design a training program that develops the Parent Leaders (PL) at a measured pace over time, allowing the PL to build up on skills and practice month after month to deliver concrete outcomes. The 8 months, however, still limits the amount of knowledge that can be shared and the concrete outcomes that can be expected. A longer-term engagement, like the 24 months in the proposed project, will produce more mature community facilitators and leaders who are prepared to initiate and execute their own social accountability projects within the complete public financial management cycle.

2.   There have been initiatives among some PLs and their members for collective action, such as the support for Brigada Eskwela, the annual school clean-up drive, for the first time. The spirit of social accountability is growing. The highlight of collective action is the involvement of beneficiaries in the last elections. DSWD recognizes CCAGG and RECITE's non-partisan position in politics. Through the FDS, CCAGG and RECITEwere encouraged to conduct Voters' Education. In Pangasinan Voters' Education was conducted in the whole province. RECITE was able to cover 36 out of the 48 cities and municipalities, training a total of 2,578 PLs, who would echo the module to potentially to about 73,000 beneficiaries. In Abra, Voter education included not only to PLs but also to PPCRV/NAMFREL volunteers in 27 municipalities who served in the elections. In Abra, Voter education included not only to PLs but also to PPCRV/NAMFREL volunteers who served in the elections. The module focused on the negative effects of vote-buying especially on how this practice has contributed to their poverty situation. The most important effect of the initiative is the realization of the CCT leaders and members and other volunteers that vote buying can be stopped if they, the poor who are the willing victims of the politicians, would stop from receiving. And if vote buying is curbed, corruption is minimized, thus poverty is minimized. CCAGG and RECITE's experiences in the engagement in the CCT Program generated realization that there is a need to continue to empower the CCT beneficiaries to enable them to engage the newly elected officials and be able to participate in monitoring their performance and in the utilization of public resources.

3.   Based on the findings of the WB CCT Program Impact Evaluation(2013), two of the three reasons that hinder the full access to the grant by beneficiariesare not in the control of the beneficiaries, but in the hands of service providers. To improve compliance, these service providers (including the Municipal Links) have to be more efficient up-to-date in the processes of the compliance. Therefore in the monitoring and verification to be undertaken in the proposed project, this activity will include performance of service providers and Municipal Links in uploading beneficiary compliance in the Compliance Verification process which is linked to the payment system. One of the positive effects of CSO-DSWD partnership is that the service providers are unloaded with responsibilities of conducting the monthly FDS. Hence they should have more time to get updated with the systems and processes of the CCT, and with case management and beneficiary validation.

4.   In many respect the CCT Watch Project mirrors the findings of the WB CCT Impact Evaluation, but in a more concrete and detailed way that is more useful for managing CCT at community level, was to able provide better access to government basic services. In the validation process conducted through the Project , the following are the success indicators: good attendance and performance of children in school, ability of beneficiaries to send their children to higher level of education, healthier children and pregnant mothers due to regular (monthly) visits to the RHU Clinic, incidents of malnutrition are addressed, part of the cash grants received are used for the provision of other basic needs like food for the whole family, repair/improvements of houses and facilities, buying medicines, etc.; and as capital for income generating projects like animal raising. Relationships with family members and the community have improved through the conduct of the Family Development Sessions every month. Most of all, the building of the self-confidence and self-respect of the poor people have been great achievements of the program. Now they can participate and discuss community issues and concerns.   With these indicators, life conditions of the CCT beneficiaries have improved. The proposed project will continue with this LGU level monitoring as basis for improving CCT program and its implementation.

5.   The conduct of the Family Development Sessions (FDS) is an innovation of the CCT in the Philippines, not found in other CCT programs in other parts of the world. This is the education and the empowerment component of the program, which deals with family and community relationships as well as citizenship building. FDS also provided a stronger sense of leadership among the CCT beneficiaries, especially the Parent Leaders. In the proposed project, Parent Leaders can be Community Facilitators for Change. This would make them further realize that their participation in the CCT program is an opportunity to unleash their potentials as leaders and will help them look beyond the life of the CCT. The trainings on social accountability will enable them to engage and monitor the government in their respective communities even after the CCT program.

6.   The CCTP Watch validation process did not look at the quality and sufficiency of facilities and personnel, and the education that the children are being provided in the school. Likewise the quality of facilities, sufficiency of medical supplies and personnel at the RHU Centers. These are areas to be covered by monitoring and verification activity to be launched in the proposed project – looking at the supply side of the program. This also addresses another challenge highlighted in the WB CCT Program Impact Evaluation (2013): "the study findings highlight the need to intensify efforts to improve access to and quality of health and education services for CCT beneficiaries."

3.4.3 Alternatives Considered.

In designing the Project it was considered using outsiders as community facilitators for the beneficiary groups. However in the light of the positive experience of RECITE it was decided to use Parent Leaders from amongst the beneficiaries themselves.

Consideration was also given to making NLCGG the lead implementing organization. However, given CCAGG's vast experience, and also considering the relatively loose nature of NLCGG, it was decided to propose CCAGG as the lead implementing agency, with the strengthening of NLCGG as an important objective of the capacity building component of the Project.

SECTION 4: PROJECT IMPLEMENTATION

4.1 Capacity-Building:

The Project contains an important capacity-building component that has the following target groups: (a) CCAGG and RECITE as CSO-project implementers, (b) NLCGG members engaged in the implementation of the project in covered municipal LGUs; and (c) the NLCGG alliance itself. The capacity of all three groups has to be strengthened to improve their performance of contracted service under this Project but, more importantly, as long-term institutional partners of government, particularly DSWD, in the implementation and sustainability of the CCT Program.

The Project has four strategies:

1. To determine existing capacities and identify learning gaps in three competency areas (project & financial management, monitoring & evaluation, and policy & budget analysis, all in relation to the CCT program);
2. To provide a deeper understanding of the project life cycle and related management activities, results-based M&E approaches and tools, and policy-making/budgeting processes as context for crafting a change agenda in support of the Project and the CCTprogram;
3. To install organizational mechanisms and interventions to help sustain learning and capacity building on social accountability approaches among the partner organizations in NLCGG and in NLCGG itself.
4. To strengthen the internal governance of the member organizations of NLCGG.

With these interventions the Project aims to not only prepare the target organizations for their role in the Project but to enable them to continue as strong agents for social accountability beyond the Project implementation period. These are the institutions which remain in the project areas after the end of project interventions to continue assisting CCT household beneficiaries in moving toward in self-development and greater participation in barangay governance.

CCAGG and RECITE propose to have PTF, an international NGO, as an external partner. PTF has worked in the Philippines for last ten years and has assisted many CSOs including RECITE and CAGG with a combination of technical advice and funding for social accountability projects. The PTF is a unique organization of senior, highly experienced specialists from various development institutions, NGOs and government agencies. PTF's technical assistance adds value along every step of the project lifecycle – from helping to shape a project's budget and goals to ensuring that results are impactful and lasting.

4.2 Role of Partners.

Two external partners will be involved in the Project.

The first one is PTF, who will be responsible for the K&L component of the Project and for generally backstopping Project implementation, drawing on its large network of volunteer advisors. PTF has worked in the Philippines for over ten years and has assisted many CSOs including RECITE and CAGG with a combination of technical advice and funding for social accountability projects. PTF is a unique organization of senior, highly experienced specialists from various development institutions, CSOs and government agencies. PTF's technical assistance adds value along every step of the project lifecycle – from helping to shape a project's budget and goals to ensuring that results are impactful and lasting. Some PTF Advisers have wide and deep experience in the Philippines, such as Geert van der Linden, former ADB Vice President who has been resident of the Philippines for 36 years, and Vinay Bhargava, former World Bank Country Director for the Philippines.

The second external partner is ANSA-EAP, the Affiliated Network for Social Accountability in East Asia and the Pacific. ANSA-EAP will be responsible for the implementation of the capacity building component of the Project. ANSA-EAP is a non-profit foundation registered in the Philippines. ANSA-EAP has six geographic focus areas: Cambodia, Java, Indonesia, East Indonesia, Mongolia, Northern Luzon, Philippines and Mindanao, Philippines. Service delivery isone of its four thematic priorities.

4.3 Monitoring, Evaluation and Learning.
4.3.1 Monitoring.

The Project team will include an M&E function tasked with setting up and managing an effective monitoring system. The proposed project monitoring system will be characterized by the following

- Baseline information will be formulated within the first semester of the Project and before any major project activities commenced.
- The identified indicators will be used to enable the Project Manager to decide, act and improve performance based on an informed assessment of progress in achieving results.

- The Project CSO partners and other stakeholders (e.g. local DSWD and municipal LGUs) shall be involved in reviewing progress, processes and results, in the process assisting them develop their own skills and system in monitoring.
- The Project will collect and report indicators and data that are most useful for assessing performance of the project activities and interventions
- The results of the monitoring activities will be shared with partners and stakeholders as part of the K&L activities.

Operationally, the M&E System will consist of the following activities and report:

1. Quarterly Progress Reporting– On the basis of an Annual Work Plan/Target, a standard format for quarterly reporting will show in detail information regarding "planned" versus "actual" performance. These reports can readily be used as basis to track implementation progress, identify bottlenecks/constraints, and provide an informed basis for project management to make the necessary decisions and/or take the appropriate actions.

2. Quarterly Project Management Committee Meeting – These will be convened to discuss and resolve implementation issues emerging from the progress reports.

3. Bi-annual Project Steering Committee Meeting – These will be convened to review and approve the Annual Plan, review on an bi-annual basis performance against the Annual Plans based on results of 6-monthly monitoring and evaluation; and acts on policy and relationship issues with DSWD, LGU, and the GPSA.

4. Annual Planning & Reporting – Annual Plans, consisting of work plans and corresponding financial plans, are prepared and approved by the Project Steering Committee. Activity Progress Reports (Results-oriented Reports) shall include physical and financial monitoring will dwell on activities and inputs, results reporting will focus on the targets and indicators of processes, outputs, outcomes and impact as reflected in the Project's Results Framework.

5. Bi-Annual Financial and Activity Progress Reporting to GPSA using standard GPSA forma.

Financial support will be needed to hire an M&E Consultant to help CCAGG develop and put in place an effective Monitoring System. The M&E/ Officer will be trained to implement and maintain the system. Financial support for the conduct of coordination meetings and workshops will be needed.

4.3.2   Evaluation.

The Project team will include an M&E function tasked with regular evaluation assignment. As part of capacity building ANSA-EAP will assist with the development and training in the use of evaluation tools. In addition to the internal evaluation function, which shall include semi-annual/annual assessment, the Project design provides for two external/independent evaluations by PTF advisors. The first one will take place at the mid-way point, two years after the start of implementation, and the second will be conducted following completion of the Project at the end of year 4.

Annual Assessment Workshops – Prior to the preparation of the Annual Work Plan, performance during the previous year will need to be assessed, particularly based on: (a) strategic relevance, designed to measure the extent to which activities funded by the project contribute directly and significantly towards achieving outcomes and impacts; (b) effectiveness of implementation, which is understood as the degree to which agreed targets have been achieved; and (c) overlaps and gaps in activities to ensure that appropriate and proportionate package of activities can be implemented to realistically achieve targets.

External and Independent Monitoring and Evaluation– As a "cross check" to internal monitoring and reporting, the Project will conductan independent conduct an independent/external M&E through the PTF.   The content/substance of external and independent M&E will necessarily overlap in the internal M&E, but will prioritize strategic analysis at the outcome and impact levels.

Tools used in Project evaluation include the review of Project reports, conduct of field interviews, validations meetings, and focus group discussions.

Resources will be required for the conduct of assessment workshops and external M&E

4.3.3   Knowledge and Learning.

PTF has been tasked to formulate the K&L Plan of the project. This K&L Planwill synthesize the K&L needs and priorities of local partners (CCAGG, RECITE and other NLCGG partner organizations) and PTF experience with international as well as in-country K&L practices. Local partners have existing K&L resources and system, but these need upgrading. Thus the K&L Plan will include training, and procurement of essential equipment and installation of IT systems.

The K&L Plan will be implemented by PTF and will focus on four core objectives:

Introducing global best practices will involve enhancing NLCCGC member organization's knowledge of international good practices in improving CCT integrity and adapting them to Filipino local conditions. PTF has supported over 200 CSOs in 45 countries and this gives it excellent access to international best practices.

Extracting lessons from Project implementation experience will be achieved using tools such as case studies, documenting best practices, and learning from experience through M&E reports. The Project's M&Ewill be designed so that the information generated will feed into Project decisions so as to improve Project interventions throughout the Project cycle. Results of M&E monitoring will be a regular agenda item for quarterly progress assessments of Project Management and semi-annual progress assessments of the Project's Steering Committee. PTF will participate in these meetings to ensure the integration of M&E findings into management decisions.

Sharing of experience within the direct Project environment will focus on beneficiaries, government agencies and participating CSOs. A variety of tools will be employed: peer learning of CCT beneficiaries between and among themselves and of CCT beneficiaries with the rest of the community members; similarly among Parent Leaders. Workshops and seminars will be used to share information amongst partner CSOs and government partners from DSWD, DOH and DepEd, as well as municipal and barangay officials. The Project will also explore other approaches such as the popularization of family and community vision through various media, community drama, street drama, theater workshops, song writing, etc.

Sharing of experience outside the direct Project environment. The primary target groups here are CSOs elsewhere in the Philippines and overseas CSOs. The tools used here will be the Project's website, one or more national workshops, and an international workshop with participation of CSOs from countries with active CCT programs.

Reflecting the importance of K&L, the Project will provide a 6- month mobilization period to prepare partner CSOs and the following: (a) Evidence-based Situation Review of CCT Implementation and Practice of Social Accountability in Project areas to establish the baseline and (b) Project Operations Manual for common use by Project Management and all CSOs engaged by CCAGG. This will be developed using existing knowledge and research on CCT programs internationally and nationally.

Due to the importance of K&L activities and products in the project implementation and to the GSPA program, we have - as part of project strategy - consolidated all K&L under Component 4 to be managed by PTF.

4.4 Sustainability.

By the end of the Project implementation period, there should be well-functioning CCT program in Northern Luzon, monitored by strong civil society partners, themselves allied in a stronger NLCGG. Constructive relationships will have been established with 30 local governments and a network of trained Parent Leaders, working with their beneficiary groups, will

be actively engaged in social accountability work in their local communities. The broader SAc role that shall have evolved will continue.

The Project will be implemented through a well-established CSO, CCAGG, which has been active in social accountability work for over 25 years. The NLCGG was founded 10 years ago. CCAGG and the other CSO partners will continue to function beyond the Project period. These CSOs have long and fruitful relationship with DSWD at the national and local levels, and their project experiences are often showcased as Best Practice in social accountability, including the DSWD's roll-out nationwide of the FDS+ technology piloted by RECITE. The risk that project enhancements of FDS+ will not be adopted by DSWD is nil.

With regards to tapping external resources for sustainability of the technology beyond the grant, DSWD has encouraged CSOs to submit proposal related to the FDS+. The SAc model of RECITE is considered a best practice by DSWD and in fact RECITE has been invited to participate in a DSWD Workshop to share the technology and where participant CSOs were requested to design a training program around RECITE's training model, to be finalized in another workshop this June. This is a clear sign that the model is gaining acceptance and appreciation from DSWD, and DSWD is pushing for its adoption by their network of CSOs. The workshop outcome will become part of the FDS manual of modules published by DSWD as a guide for the use of its CSO network

Regarding external funding post-project, it should be considered that the seed for sustainability of the gains of the proposed project has been embedded within the FDS+ and been attended to in Component 2 where beneficiaries can transition to collective action to protect their political and economic interests through participation in Barangay Governance and Productive Activities. Sustainability Planning workshops will be conducted for this purpose. The outputs of Sustainability Planning will be used as part of resource mobilization and as a step forward activities of the formally organized CCT beneficiaries.

The funding of CSOs is always uncertain. There is currently a prospect of an 'empowerment fund' to be established by the government for funding precisely the kind of SAC activities that are included in the Project. The Project's capacity program will include a module on resource mobilization that would be especially useful for the smaller, less experienced CSO partners.

PART 2: PROJECT COMPONENTS

Component 1:
Monitoring of CCT Cash Transfer and Compliance with Conditionalities, and Beneficiaries' Quality Access to Conditionality Health and Education Services.

Description of Component.

The objective of this component is to ensure the integrity of the CCT Program. Integrity is assured when: the benefits are flowing to the right beneficiaries; all eligible beneficiaries are covered; beneficiaries receive the full entitled benefits in right amount and without delay or leakages; grievances are addressed in a timely and responsive manner; and public has access to timely and high quality information on demand and budget information is transparent and accessible. This component has two sub-components:

- Verification of Cash Transfer and Compliance with Conditionalities entails the tracking of performance of cash transfer conditionalities – whether such performance has kept the integrity of CCT. The process includes "exclusion" of ineligible households and "inclusion" of eligible households otherwise excluded from the list provided by DSWD. This will include verification of "efficiency of service providers" and monitoring of the progress in reducing the gap between total beneficiary entitlement and total of what beneficiaries actually received. Irregularities and noncompliance with conditions will be documented in details.

- Verification of Accessibility, Availability and Quality of conditionality services to Beneficiaries. This involves documentation of bottlenecks in the supply of conditionality services that hindered Beneficiaries from fully enjoying the services.

Existing process of verification would be reviewed for adequacy in improving the integrity of CCT Program. Based on data submitted by schools and health offices to DSWD and the feedback from Parent Leaders, the project will identify factors that hinder compliance with (a) amount/time of receipt of cash transfer, (b) absences from schools and reason, (c) visits to RHU/health centers and reason, and (d) attendance to family development sessions (FDS).

In northern Luzon, based on latest information, the household beneficiaries now total to 350,685 (CAR, 84,859; Region 1, 181,701; Region2, 84,125).

NLCGG members will be trained by the project to oversee the monitoring/verification in the 30 covered municipal LGUs. Community-based Volunteer Monitoring Teams composed of trained Parent Leaders from among the Household Beneficiaries will be organized by NLCGG members in selected barangays of the covered LGUs. They will be selected and trained as described in Component 2.

Planned outputs:

Output 1: An *enhanced* MOA with the DSWD defining collaboration on (a) monitoring/verification of implementation of CCT Program in northern Luzon, (b) coordination and networking with other government agencies, and LGUs for coordinated delivery of support services/interventions at community level; and (c) agreed process to address findings from community reporting.

Output 2: Validated List of Beneficiaries for each covered Municipality/barangay detailing for each household beneficiary the cash transfer amount and the corresponding condition for each individual beneficiary in the household.

Output 3: Program Monitoring &Evaluation Reports, including Documentation of Irregularities and Noncompliance

Output 4: Comprehensive Actionable Monitoring Report for Improving Policy, Reducing the Gap between Eligible Grants and Grants Actually Received, and Accessibility and Quality of School, Health and Other Service for Household Beneficiaries
Estimated value (in US dollars) of Component:
USD 71,500
Timeframe of Component: estimated dates when activities under this component will start and end.
Start date: 1 April 2014   **End date: 31 August 2017**
Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.
A first assumption is that the CCT program will continue to enjoy broad political support and adequate funding. This is likely to be the case, particularly since early impact assessments show favorable results. A second assumption is that beneficiaries will continue to meet the conditionalities. There does not appear to be a major concern about that as the cash benefits are of great value to the recipients. A third important assumption is that the CSO members of the NLCGG will respond as expected to the capacity building provided and that they will perform the crucial role of mobilizing the population in monitoring the CCT program.
Risks:
Risk: Public withdraws its support from this huge social program due to publicized anomalies, corruption, and fraud in the listing of beneficiaries. **Medium**. Mitigating: The very activities undertaken under the Project are designed to ensure transparency in the CCT program and prevent corruption.   Risk: Beneficiaries may opt not to comply with the conditionalities. **Low**, since records show low incidence of this happening. Mitigating: education campaigns and CSO advocacy have improved beneficiaries performance of their co-responsibility under the program.   Risk: Public sector agencies refuse to cooperate with civil society. **Medium**. Mitigating: in the start-up phase of the Project CCAGG will reach out to all public sector counterparts and this would result in a Memorandum of Agreement that sets out the responsibilities of each party.

Component 2:
Mobilizing Household Beneficiaries to engage in Applied Social Accountability at the Community Level.

Description of Component.

The objective of this component is to establish at the community level social accountability mechanisms for citizens' participation in governance. One of the conditionalities for remaining in the Program is for mother-beneficiaries to attend a monthly Family Development Session (FDS) in their community. Drawing on the experiences of RECITE in Pangasinan, and the varied experiences of CCAGG in Abra on citizenship-building and participatory governance, the proposed Project will convert this conditionality into a pathway for the beneficiaries for a broader role in local governance. Household Beneficiaries will be trained over a period of 9 months on social accountability mechanisms and tools to become community Facilitators/Monitors. This training will also capacitate and empower the Beneficiaries to participate in local governance, particularly in barangay affairs. Additionally the training should also link them to productive activities that would eventually, after their graduation from the CCT program, enable them to earn income to sustain the services now provided by the Program, or provide additional livelihood to the household. This component will have three subcomponents.

4   Organization and Training of Parent Leaders as Community Facilitator Monitor.

- Assistance of DSWD Municipal Links in identifying potential Parent Leaders
- Undergo guided training through the practice of social accountability over 9 months
- Training on Barangay Planning, Budgeting and Networking
- Principle of constructive engagement at community level

5   Participation in Barangay Governance
- Seek representation in Barangay development Council or local bodies
- Attendance in Barangay Assembly
- Advocacy of issues affecting the poor
- Sustainability action Planning workshops

6   Linking to Productive Activities
- Open Productive Opportunities to Household Beneficiaries
- Mobilizing Support Services of Other Agencies
- Engaging in Economic Activities

Assistance on the last two subcomponents will be provided through coordination meetings and small workshops.

The main outcome of this component is to bring CCT Parent Leaders and beneficiaries to a path of self-development where they play an active role in their communities by exercising social accountability.

The other stakeholders are the municipalities and barangays, the DSWD, DOH and DepEd.

Planned outputs:

Output 1: Training Modules & Training Plan
Output 2: Trained Community Parent Leader Facilitator-Monitors on SA Practices
Output 3: Accountability Reports on Issues Raised

Estimated value (in US dollars) of Component:

USD 260,000

Timeframe of Component:

Start date: 1 January 2014
End date: 31 August 2017

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.

A key assumption is that Parent Leaders have the capacity and determination to grow into a larger social accountability role. Pilot projects to date have demonstrated the commitment of PLs. It was seen that they have higher aspirations to participate in barangay community and governance affair. As to the commitment of local officials, a second important assumption, this is likely to vary and much education and persistence will be needed to ensure a productive interface between community leaders and elected officials.

Risks:

Risk: CSO trainers will leave the Project or lose their motivation. **Medium**. Mitigation: CSOs have built-in processes, formal and informal, for keeping their key people (such as trainers) motivated. And they have a quick response system to find replacement.

Risk: 25. **Medium**. Mitigating: Based on pilot experience, many household beneficiaries volunteer to be Parent Leaders, such that replacements are not hard to find. While replacements are undergoing training, other Parent Leaders can temporarily expand their responsibility to include the affected community.

Risk: Local Officials turned negative to the program and unresponsive to the needs of his CTT constituency. **Low**, because local officials, particularly barangay officials would normally and personally know the beneficiaries. Mitigating: The local politicians can be exposed as anti-poor and that will force them to change their position.

Component 3:

Building the Capacity of CSO members of the Northern Luzon Coalition for Good Governance particularly those engaged to implement the project.

Description of Component.

With CCAGG and RECITE taking on lead roles, the Project aims to mobilize other NLCGG member organizations in monitoring the CCT Program, specifically in implementing Components 1 and 2 in the covered municipal LGUs. Some NLCGG member organization have well-established presence in covered CCT municipalities thereby gaining access to the members' existing SA capability and familiarity of the governance situation and CCT issues obtaining therein.

This component will contribute to building a strong and sustained civil society role in the CCT Program by strengthening the capacity of NLCGG member organizations in the areas of project and financial management through the following activities:

1. knowledge sharing and skills enhancement workshops on aforementioned competency areas;
2. site-based mentoring on project and financial management, to be capped by a final sharing and reflection session to draw out lessons from the mentoring process and provide inputs on mentoring as an alternative capacity building approach;
3. site-based learning event on M&E system for social accountability;
4. multi-stakeholder problem-solving sessions to consider initial findings from the monitoring of the CCT program, identify emerging policy and budget concerns, and draft agenda for action; and
5. development of knowledge products to help sustain social accountability capacity building within NLCGG.

An initial learning needs analysis (LNA) will be conducted to identify key issues in terms of organizational performance, required capacities to help address such problems, existing capacities of the Project's main project proponents, and capacity gaps. Findings and insights from the LNA will be used to further enhance the proposed capacity building program.

The capability building program will be managed by ANSA-EAP, intensifying the current technical assistance arrangement between NLCGG and ANSA-EAP. Capacity building for member-CSOs will provide them the skills to (a) formulate by themselves social accountability practices appropriate to particular undertaking, (b) train and oversee the activities of the volunteer Parent Leaders community facilitator/monitors who are based in the local communities, and (c) provide technical advice to field volunteers. Methodology will emphasize group participation and learning-by-doing at field level after some exposure to SA theory and to global best practices.

Planned outputs:

Output 1: NLCGG members capacitated in project management, M&E, and policy and budget analysis
Output 2: Detailed project management team and network (NLCGG) plans for ICP implementation
Output 3. Appropriate tools and processes for monitoring and evaluating results of ICP implementation
Output 4: Developed policy analysis and budget tracking tools for CCT and related services
Output 5: Learning materials and tools developed from proposed capacity building interventions:
     a. Manual on developing and managing a SAc project
     b. Manual on mentoring as a learning approach for SAc
     c. Manual on results-based monitoring and evaluation for SAc
     d. Toolkit on budget monitoring and scorecard for CCT and related services

Estimated value (in US dollars) of Component:

USD 60,000

Timeframe of Component:

Start date: 1 January 2014
End date: 31 December 2014

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.

A key assumption here is that the member CSOs of NLCGG will rise to the challenge, will work hard to improve their capacity, will persist with their Project responsibilities, even in adverse situations. CCAGG and RECITE know the character of their leaders and the performance reputation of the NLCGG-affiliated CSOs. ANSA-EAP's reputation and demonstrated skills in social accountability, its willingness to take responsibility for the capacity building training for the CSOs, give justifiable hope that good results can be obtained.

Risks:

Risk: Despite good past efforts to capacitate some of the CSO members of NLCGG, some of them failed to deliver. **MEDIUM**. Mitigating: participating CSOs will be carefully selected and by limiting Project operations to only 5 LGUs in the first year, CCAGG and RECITE would be in a position to provide close supervision and assistance to CSOs encountering problems. Lessons learned from this experience will help inform the selection of the next batch of CSOs to be engaged.

Component 4:
Knowledge and Learning (K&L) Component.

Description of Component.

This component serves as quality assurance mechanism to produce the best knowledge and learning on the practice of social accountability and results for use by CTT practitioners and policy-makers. This will draw from PTF's wealth of knowledge of global best practices from over 200 CSOs in 45 countries. The K&L Plan in Section 4.3.3 will comprise of the following activities:

3. Provide Good Practice Notes on CCL Program implementation from around the world
   - Global Lessons Learned and Good Practices on CCT social accountability
   - Common information on Philippines' CCT Program goals, activities, and key information of social accountability practices and results in the project area.
   - Framework for constructively engaging with the authorities

4. Generating Operations Manual and Guidelines (with CCAGG and RECITE)
   - Criteria for selection of 30 LGUs that will participate in the project
   - Guidelines for conducting training for volunteer Parent Leaders
   - Guidelines for design and conduct of baseline surveys and project evaluation
   - Guidelines for quality documentation of Case Studies, Good Practices, Lessons Learned
   - Guidelines for post- CCT sustainability
   - Project M&E System for enhancing the integrity of the CCT program

3. Implement Communication and Out Reach program/Sharing Events/Workshops
   - Procurement and installation of updated website design and functionality, SMS and IT devices
   - Organize six-monthly peer-learning for NLCGG member-organizations
   - Knowledge sharing workshops with other CSOs involved in CCT in other regions
   - Cross-visits by one CSO to another CSO to peer review field operations and share common issues and solutions
   - Linking to Outreach Programs of schools
   - Design and conduct of end-of-project National/International Workshop on CCT Social Accountability

5. Generate high quality K&L Products
   - Production of high quality SA products (video Case Studies, How To Manuals in electronic format)
   - Document Case Studies, Good Practices, Lessons Learned and provide production support

Planned outputs:

Output 1: Good Practice Notes
   - A background paper on information on the, status and key information in the project area.
   - A synthesis paper on existing knowledge and research on CCT Programs internationally and national and ways and means of applying it to this project.
   - A conceptual and operational framework on Constructive Engagement with the authorities

Output 2: Operations Manual and Guidelines
   - CCT Program goals, objectives, policies, strategies, and activities
   - M&E for enhancing the integrity of the CCT program
   - Guidelines for conducting training for volunteer Parent Leaders
   - Guidelines for quality documentation of Case Studies, Good Practices, Lessons Learned

Output 3: Learning and Knowledge Sharing Events
   - Six-monthly peer-learning, results monitoring workshops for NLCCGC members

- Knowledge sharing workshops with other CSOs involved in CCT in other regions
- Cross-visits to peer review field operations and share common issues and solutions.
- Write shops/workshops for NLCCGC members
- Updated website

Output 4: Knowledge Products
- High quality SA products (video Case Studies, How To Manuals in electronic format)
- Document Case Studies, Good Practices, Lessons Learned

Estimated value (in US dollars) of Component: please note that this value must be consistent with the Component's estimated cost as included in the proposed Budget
$204,250

Timeframe of Component: estimated dates when activities under this component will start and end.
Start date: 01-January 2014 **End date: 31-August-2017**

Describe the **main assumptions** that need to work out in order to achieve the expected intermediate outcomes defined for this component.

The K&L component of the Project is ambitious and rests on the basic assumption that valuable lessons can be derived from Project implementation that will be of interest to the parties involved in the Project, to other CSOs elsewhere in the Philippines, and even to those interested in CCT in other parts of the world. Another important assumption is that the participating CSOs will be able to engage local media, maintain an interesting website and be creative in sharing experience in other ways.

Risks: what are the risks that the assumptions listed above don't hold? Please define each risk, along with how you rate it (indicate "HIGH", "MEDIUM" OR "LOW" RISK after defining it) and the measures you plan to take to mitigate or avoid these risks, or in the case that your assumptions don't hold.

Risk: For this Project component to succeed, Project experience needs to be carefully documented so that lessons can be learned. This is often seen as an activity of less priority. **Medium**. The Project management team will need to pay special attention to this and this is recognized by the creation of a separate M&E function in the team.
Risk: PTF will fail to deliver best practices from elsewhere to the Project. **Low**. PTF has been actively involved in over 200 projects in 45 countries and has thus access to a wealth of information.

PART 3 OF GPSA APPLICATION: PRELIMINARY ORGANIZATIONAL ASSESSMENT

Type of CSO.

Non Government Organization

Activity Reports.

CCAGG prepared Annual Activity Report but not published in Website.

Prior WB experience.

No

Financial Reports.

Yes. Attached Audited Financial Report for 2011 and 2010.

References.

Referees:
1. Emmanuel Buendia
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ATTACHED FILES

Please download the required attachments from the online grant application. Fill out the templates offline and upload them.

- Proposal Budget template
- Project Team template
- Project Results Framework template