

Part 2: Main Application Form

1. Define the overall objective(s) of the proposal.¹ State clearly:

- (a) What are the governance and development challenges the proposal will contribute to solving? Specify the public policy problem or issue being targeted, including available data evidencing the problem.
- (b) What is/are your proposed solution(s)? What type of changes (in public policies and processes, programs, service delivery, institutions, skills and behaviors) you intend to achieve in the proposal's timeframe?
- (c) Who are the sectors of the population that would benefit from these changes and in which ways (e.g. observable benefits in the form of infrastructure, service delivery, etc.)? Are poor/extreme poor and vulnerable groups (e.g. women, children, persons with HIV, etc.) included amongst those sectors?
- (d) What is the proposal's geographic scope? Provide information that may help us understand the proportion of the targeted population and administrative/political organization (e.g. # municipalities, # districts, # provinces, etc) in relation to the country's total population and overall administrative/political organization.

Please apply SMART (Specific, Measurable, Attainable, Realistic, Time bound) criteria when defining the objectives. Make sure to answer all the above sub-questions.

- a) The proposed project will contribute to improve the opportunities for progress of 200.000 extremely poor Paraguayan families that need direct government assistance to attend to their children's basic health care and education. The proposed project will improve the focus and the efficiency of a government conditional-cash-transfer program that in 2013 reached 88.000 families and will be extended in its scope to reach a total of 200.000 families in the next 4 years. These extremely poor families live, in their majority, in rural areas where access to public health care and educational facilities is difficult. The public policy problem being targeted by the proposed project is the vulnerability of the cash-transfer program to partisan clientelism, the poor management of the service, and the mission-drift that blurs the service's focus on extreme poverty.
- b) The proposed solution consists in installing social accountability capacities and tools at all levels of the cash-transfer program in order to ensure that all beneficiaries meet technical established criteria for entering the program and that the program management is beneficiary-centered and efficient in its functioning. To accomplish this, the proposal is to: 1) give the end recipients a stronger and more evidence-based voice in demanding proper services, 2) enhance the capacity of the program's civil society oversight mechanisms, 3) improve the program's communication with the country's media and the society in general to inform public opinion, 4) improve evidence-based technical feedback to the program's governmental authorities and technical staff at the municipal, departmental and national levels.
- c) The population benefiting from the proposed project are a projected number of 200.000 families living in extreme poverty, defined by a method of geographic prioritization correlated to poverty levels. If the cash-transfer program works correctly, the children (up to 15 years of age) living with the extremely poor families, will have a better chance of accessing public education and health care services and therefore improve their opportunity of escaping from their extreme poverty.
- d) The program currently includes around 88.000 families and is expected to include a total of 200.000 in the next four years. The recipient families live in 15 of the country's 17 departments (the second level of political territorial organization), in more than 90 municipalities out of the existing 240 (the country's third level of political geographic division). Paraguay today has a total population of 6.600.000 of which, according to official data, 30% live in poverty and 15% in extreme or critical poverty. In rural areas the percentage of the population living in extreme poverty reaches 30%, and these poor families are for the most part concentrated in zones called "asentamientos", or settlements that originated in the politically-driven distribution of small parcels of land in what is called the "agrarian reform". The population living in extreme poverty is composed of approximately 250.000 "families" or, more precisely, "homes". The government's "Tekoporá" ("being well" in Guaraní, Paraguay's indigenous tongue) program aims at reaching all families in extreme poverty, but realistically not more than 200.000 could be reached if the program was excellently managed.

2. Which public sector institution(s) and agency(ies) [e.g. Sector Ministry, National Program, Local Governments, Parliamentary Office/Committees, Supreme Audit Institution, Regulatory Agency, Ombudsman, etc.] will use the project's feedback to solve the identified problem?² Explain clearly:

- (a) If you have already engaged with these actors to find out what kind of information and citizen feedback is needed and how it would be used to implement changes that would help to solve the problem.
- (b) What are the incentives these actors have to do something with such information? Why should they use the information produced by the project and what concrete benefits would derive from using it?
- (c) How do you propose to work with these institutions/agencies?

MAX. 500 WORDS

- a) We have had free and full access to the information gathered by the Secretaría de Acción Social, SAS, (the Social Action Secretariat) in charge of the Tekoporã Program. Also, evaluation reports from diverse sources are available. The benefits and results of Tekoporã have been debated in Congress and have received considerable press coverage during the previous government administration, when it grew from 15.000 to 80.000 beneficiary families. A study done by FAO and FLACSO, has highlighted the importance of the program's focus on women as community leaders and custodians of the transferred resources. A study by the Ministry of Finance's "Social Economic Unit" has shown that the complaints and observations brought back from the field by the "family guides" is largely ignored and not taken into account. The study also calls the attention on the weaknesses of the system for the admittance and discharge of beneficiaries and the permanent problem of contradictory information on who and where the beneficiaries are. The German GIZ in a study carried out in cooperation with UNFPA, has shown that Tekoporã has been more effective in giving children access to education than to health care because of the latter's insufficient geographical reach. The most evident impact of the program has been on the amount of food bought by the families, but there has not been a noticeable improvement in the quality of nutrition. The level of compliance with the actions on the part of beneficiaries that are a condition for receiving the transfers, is not well accounted for. Other studies have found problems in the appropriate maintenance of a data base of beneficiaries and also have indicated that the 36 months length of assistance to a beneficiary might not be enough to accomplish the program's objectives. The government's Comptroller General, in its audit report of 2009, observed that there were deficiencies in the beneficiary selection process, that the nominal amount of the money transfer should be adjusted to conserve its real purchasing power, that there seems to be a duplications of beneficiaries and that different reports give different information on the number and location of families.
- b) The new government and administration of the SAS, and of the Tekoporã program, is interested in improving the program's efficiency to justify the program's cost and to reduce the probabilities of corruption in social programs because these programs will be expanded in response to public opinion concern over extreme poverty in a country that has a growing economy that does not seem to benefit the poorest.
- c) Our coalition of NGOs will work with the SAS, the Departmental governments and the municipal governments in a significant number of municipalities so as to be in constant contact and obtain feedback from at least 10.000 families selected in a statistically representative sample of all families involved in the program. One of the main counterparts will be the "Mesas de Participación Ciudadana", MRC, (citizen representation round tables) that are the citizen oversight mechanisms established at the municipal level.

3. What is the social accountability approach³ that will be used to generate the feedback needed to solve the identified problem? Explain clearly:

- (a) The proposed social accountability process, including formal and informal mechanisms for gathering citizen's feedback, and other complementary strategies, such as communications and media work, research and data analysis, negotiation and consensus-building, among others. Specify, if applicable, if you're planning to use any ICTs (information and communication technologies) for gathering or organizing citizens' feedback to complement the latter. Please note that the use of ICTs is not a requirement.
- (b) Why would the proposed approach work, and how is it different or better from previous or existing attempts at solving the problem by engaging citizens? How would it complement and/or add value to existing initiatives implemented by other stakeholders (including the government, CSOs and other donor-supported projects)?
- (c) If this approach can work to help solve the problem, how would it become sustainable beyond the project's duration?
- (d) If you're proposing to work in a subset of geographic areas, how would this approach be replicated at a larger scale?

[MAX. 500 WORDS]

- a) The proposal includes two parallel feedback circuits starting at the beneficiary families, focused on women: In one circuit the information generated by the beneficiaries themselves will reach the municipal level “Mesas de Participación Ciudadana”, and then the press, alternative media, social networks and a national debate series of events. This circuit will produce evidence based news, success stories, lessons learned and contents for mass media communication. It will reach authorities through the press and public events that will shape public opinion and give the authorities a sense of how the Tekoporã program can become a political asset if it is successful. The second feedback circuit will be more technical, more rich in statistics and in structured information coming from the beneficiary families, SAS’s staff in the field, Municipal and Departmental authorities. This feedback circuit will produce evidence-based evaluations of results in economic and social terms for the beneficiaries and will be used to adjust the program in its procedures, methods and technical aspects. It will inform other ministries, such as the Ministry of Education and the Ministry of Health, on ways to improve the beneficiaries’ access to their services and evaluate the educational and health services the beneficiaries are effectively receiving. Both feedback circuits will function using ad-hoc designed information collecting tools that will be simple to use by the beneficiaries themselves and SAS program staff. The tools will be designed in a participative way to ensure that all parties agree on how the program will be measured and how the information will be used. CIRD and its partners will lead the design of the tools and the appropriate protocols. The tools will be then transferred to the beneficiaries and other parties through training events that will certify that users comply with protocols and the correct use of the tools.
- b) The approach will be more effective than the current poorly structured information and accountability process because it will focus on the social and economic results, rather than on the transfer of cash per-se. The new accountability feedback system will give practical roles to the parties and install routines with deadlines. The Mesas de Participación Ciudadana, the municipal and departmental authorities, SAS’s staff and the beneficiaries will be involved in a virtuous circle of information collection, analysis and communication.
- c) Beyond the proposed project, the tools will continue installed by official rules and norms and because the participants will have experienced and appreciated the usefulness of appropriate accountability and information feedback. The use of these tools will not be an additional cost to the government budget. Public opinion and national debate on the subject will be sustainable in the degree that the program is seen to be a significant cost to taxpayers
- d) The sample of families subject to evidence based information feedback will be representative of the whole universe of beneficiaries. The method of social accountability and its tools could be replicated in other social programs or similar programs in other countries.

4. **Partnerships.**⁴ Describe the nature and purpose of the proposed partnering arrangements, including what each partner will do and how the partnership will be governed. Be as specific as possible in clarifying the lines of responsibilities and accountability within the project.

[MAX. 300 WORDS]

CIRD and its partners are members of “Paraguay Debate” a coalition dedicated to promoting informed debate of public policies. “Centro de Información y Recursos para el Desarrollo (CIRD)”, www.cird.org.py is the main proponent and administrator of the Project. It will have the technical role of ensuring the quality of the design, transfer and application of the accountability tools, performing certification of information and maintaining the data base. CIRD’s experience in such tool development is extensive having led the nationwide application of the MIDAMOS government performance measuring tool, the design and implementation of the Human Resources Management Index and several opinion polls, studies and evidence based studies in public health. “Centro de Análisis y Difusión de la Economía Paraguaya – CADEP”, is a think-tank, specialising in economic issues. CADEP will introduce economic indicators and lead the technical aspects of public debates on economic impact of Tekoporã program. “Decidamos, Campaña por la expresión ciudadana”, is a well-established civic education and electoral observation organization. Decidamos has a nationwide network of young volunteers that will lead the training of concerned parties in the use of tools and the production of evidence-based reports. “Gestión Ambiental (GEAM)”, is an organization with vast experience in municipal governance, as well as public sector civil service human resources. GEAM has the contact with municipal and departmental authorities to serve as an efficient conduit to establishing working relationships at local levels of government. “Desarrollo, Participación y Ciudadanía (Instituto Desarrollo)”, has extensive experience in participative local level planning. Instituto Desarrollo will organize information and debate meetings at the beneficiary level. “Desarrollo en Democracia”, DENDE, is a dynamic public policy debate and analysis organization with well-established links to political parties and private sector businesses. DENDE will lead public dissemination and public debates among private sector businesses and political leaders of all parties.

- 5. If your proposal is part of an ongoing project in your organization explain how GPSA’s support would add value to it:** what are the specific activities that would be funded by GPSA and how are these different from what you’re already doing? **If your proposal is a new project for your organization:** how does it relate to what you’ve been doing until now?⁵

[MAX. 300 WORDS]

The proposal is a new project. It is related to previous and current activities carried-out by CIRD and its partners. Together, the proposed partners are engaged in Paraguay Debate, a network supporting the debate of public policies in Paraguay. See www.paraguaydebate.org.py. CIRD currently manages the “A Quiénes Elegimos” program, see www.aquieneselegimos.org.py that consists in giving transparency to electoral processes and government activity by giving citizens direct access to candidates and government authorities. CIRD, together with GEAM and other organizations, manages the MIDAMOS project that has installed a system for the measurement of municipal government performance and also the measurement of institutional capacities of other local and national instances of government. See www.midamos.org.py. CIRD has also created and manages the MEVES virtual museum dedicated to human rights violations during the dictatorship of General Stroessner. See www.meves.org.py. Partner organization DECIDAMOS has led parallel vote counting systems for every national election since 1989, except the last one, and has vast experience in mobilizing and training large numbers of volunteers in information gathering efforts. It has also been involved in the last years in a National Budget transparency and debate effort, www.justiciatributaria.org.py and many other civic education efforts. GEAM has led the installation in government of the use of the Human Resources Management Index in Paraguay’s civil service, producing a first time ever disclosure of inefficient and nepotistic government employee hiring system, <http://www.sfp.gov.py/sfp/?node=page,331>, CADEP, Instituto Desarrollo and DENDE have a long track record of disseminating social and economic information and involving citizens at the local and national levels in the debate of public policy. The issue of the extreme poverty that still affects a significant proportion of the population in spite of economic growth has become a central issue in economic, political and social debate forums.

- 6. Institutional strengthening.**⁶ Does the proposal include activities for strengthening your organization’s internal management and planning capacities (e.g.: fundraising, strategic planning, financial management, Board strengthening, human resources training, etc.)? If not, indicate “No”.

[MAX. 300 WORDS]

The proposal includes assistance to improve CIRD’s multi-platform publishing know-how. The dissemination of knowledge, about the target Tekoporã program and other government services, as well as knowledge about social accountability and citizen oversight, requires updating editorial and publishing capacities and practices to use all available platforms for the publication of contents produced by this project and further social accountability programs. Publishing today requires the publishing organization to conserve and manage multimedia contents in a way that will make these contents available to be edited in different ways and formats to use the diverse platforms, such as websites, e-books, cellular phone applications, e-mails, social networks, video, etc. Managing contents for use in multi-platform publishing is a capacity that will be crucial for future civil society oversight of governmental services.

- 7. Project areas/components:** how do you propose to organize your project?⁷

Area/Component 1	Strengthening the beneficiaries voice and civil society oversight
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Activities	<p>List the Component's main activities. <u>Number the activities.</u></p> <ol style="list-style-type: none"> 1) Design the sample of 10.000 beneficiary families to obtain national representation in the information feedback and dissemination activities. Identify each family and involve them in the program 2) Involve 10 district Citizen Round Tables in those zones where sample beneficiaries reside. Contact and sign working agreements with 10 municipal and 4 departmental authorities in sample territories 3) Contact and sign working agreements with the SAS, and Education and Health Care services that receive beneficiary families 4) Contact and form alliances with opinion leaders in the press, the main 4 political parties and with private business sector 5) Train 10.000 sample beneficiary families and 10 Citizen Round Tables in the use of information and knowledge collecting tools. Tools will probably be similar to what is known as "Citizen Scorecards". Collect information from tools in established routines and periods starting in the second semester of the first year 6) Carry out 5 annual communications campaigns aimed at forming public opinion. Organize 15 public debates on issues related to cash-transfer programs and in general on public welfare programs, their management, results and costs
Outputs⁸	<p>List the main outputs that will be delivered as a result of the activities described above. Outputs may include milestones (see definition of milestones in the proposal's Action Plan, question 8 further below) to be realized within the Project's timeframe. <u>Number the outputs.</u></p> <ol style="list-style-type: none"> 1) 10.000 beneficiary families report regularly on the situation of the Tekoporã program, including critical indicators of the programs functioning and of the program's results for the beneficiaries 2) 10 Citizen Round Tables report regularly on their own functioning, the compliance of beneficiaries with the conditionalities of cash transfers, the involvement of local authorities and the relation between education and health services with the beneficiary families 3) Press coverage is sufficient as measured by to-be designed indicators. Knowledge related to the Tekoporã program is sufficient among opinion leaders, political parties and business sector leaders as measured by to-be-designed indicators. Beneficiaries of the program appear in the press and their stories are known. 4) Government authorities react to publications and public debates by participating actively and making public statements about the program's challenges, results and improvement.
(Intermediate) Outcomes⁹	<p>Define the main Area/Component-level outcomes that are expected to be achieved as a result of the outputs described above. <u>Number the list of outcomes.</u></p> <ol style="list-style-type: none"> 1) Beneficiaries perceive that they are an important part and have an important responsibility in a national effort to eradicate poverty. They understand how the program works and they are conscious of the fact that the cash transfers they receive are meant to improve the future life of their children 2) Opinion leaders, political leaders and private sector business leaders have considerably increased their knowledge of the program and its results and perceive the cash transfer program as trustworthy and necessary 3) The national budget appropriation increases every year to include sufficient beneficiary families in order to reach 200.000 families by the end of year 2018
Area/Component 2	Improving the quality, effectiveness and efficiency of the cash transfer program

Activities	<p>List the Component's main activities</p> <ol style="list-style-type: none"> 1) Conform technical working group to design and produce the information gathering instruments and tools needed to track most important aspects of the functioning of the cash transfer program. A tool similar to what is known as Service Delivery Quality Surveys based on evidence. 2) Develop training events for SAS technical staff as well as staff at municipal, departmental and ministerial levels involved in the program or in education and health services to beneficiaries. Train 200 "Family Guides", 20 municipal level SAS supervisors, 10 departmental level SAS supervisors, SAS headquarter staff, municipal and departmental government staff and staff from the Ministry of Health and the Ministry of Education 3) Carry out 8 information periodic gathering efforts led by SAS staff 4) Organize 8 information feedback and analysis sessions with SAS, national, departmental and municipal authorities to decide on needed improvements to the program
Outputs	<p>List the main outputs that will be delivered as a result of the activities described above. Outputs may include milestones to be realized within the Project's timeframe.</p> <ol style="list-style-type: none"> 1) Information gathering tools are formally introduced into the periodic reporting processes of the Tekoporã program and a sufficient number of staff is duly trained to use the tools at an excellent level of performance 2) The Ministries of Education and Health, as well as departmental and municipal governments cooperate in the information gathering efforts contributing evidence based information that is pertinent and credible 3) National authorities enact norms and resolutions introducing improvements to the program based on findings of information gathering and feedback sessions. These improvements are implemented.
(Intermediate) Outcomes	<p>Define the main Component-level outcomes that are expected to be achieved as a result of the outputs described above.</p> <ol style="list-style-type: none"> 1) The beneficiary families perceive an improvement in the cash transfer program as shown by their own Citizen Scorecards and by independent evaluation of results for their children in education and health 2) Critical processes of the cash transfer program are improved as certified by independent analysis and certification of the results of the information gathering efforts 3) Public opinion on the functioning of the Tekoporã program is favorable
Area/Component 3 Knowledge and Learning (K&L)¹⁰	<p>Installing a virtuous circle of knowledge management for program transparency, improvement and sustainability</p>
Activities	<p>List the Component's main activities</p> <ol style="list-style-type: none"> 1) Information gathering tools are designed in a participatory fashion considering relevance, costs and skill limitations. These tools are accepted by beneficiaries, technical staff and authorities 2) The information gathering tools are transferred to beneficiaries and all other parties of the Tekoporã program in a way that will ensure the adequate use and the respect of basic protocols. The users of the tools meet regularly to discuss experiences and improve protocols and instrument design. New versions of the tools are introduced. Training is supported by NICT and INTERNET based platform 3) Groups in charge of applying each tool comply with calendars and protocols as shown by a certification process established. The certification process includes all types of tools and works with a statistically significant number of cases. The results of these certification processes are fed back to users and tool design teams in structured learning sessions 4) A data base is formed containing multi-media contents generated by the different information gathering tools and ad-hoc surveys, testimonies, debate results, press coverage, etc. The data base contents will be available and pertinent for multi-platform publishing and dissemination at an international scale 5) Data, information and knowledge generated by the project is shared internationally using multi-platform publishing techniques. Feedback from the public at large and from specific academic and technical institutions and people is registered through interactive features included in the information and publishing platforms.

Outputs	<p>List the main outputs that will be delivered as a result of the activities described above. Outputs may include milestones to be realized within the Project's timeframe.</p> <ol style="list-style-type: none"> 1) Tools: A Citizen Scorecard for use of beneficiary families, A Citizen Scorecard for the use of the Mesas de Participación Ciudadana (Citizen Round Tables) 2) Tools; A Beneficiary Family's Received Benefits register for the use of family guides. A Service Delivery Scorecard used by municipal and departmental supervisors to measure education and health care services received by families 3) An updated Beneficiary Payroll data base freely accessible to anybody 4) An updated data base with results, summaries and analysis of information gathered through all tools accessible to anybody
(Intermediate) Outcomes	<p>Define the main Component-level outcomes that are expected to be achieved as a result of the outputs described above.</p> <ol style="list-style-type: none"> 1) Beneficiary families, technical staff and political authorities value and use the information gathering tools and incorporate evidence based findings in their planning and program improvement decisions 2) The Tekoporã experience is documented in multimedia contents that can be shared internationally 3) SAS incorporates knowledge management and social accountability processes in at least one other social program it manages
Add additional areas/components (max. 2)	
<p>8. Action Plan.¹¹ Use the Gantt chart below to present your proposal's Action Plan. Please refer to the examples provided in the endnotes.</p>	

Key Activities ¹²	Main Outputs/Deliverables ¹³	Estimated Schedule <i>(use years applicable to proposal's duration)</i>									
		Year 1		Year 2		Year 3		Year 4		Year 5	
		Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2
Component 1: Strengthening the beneficiaries voice and civil society oversight											
1. Complete sample of 10.000 beneficiary families and involve them in the program	1. 10.000 beneficiary families report regularly										
2. Involve 10 district Citizen Round Tables, 10 municipal and 4 departmental authorities	2. 10 Citizen Round Tables report regularly										
3. working agreements with the SAS, and Education and Health Care services	3. Press coverage is sufficient as measured by to-be designed indicators										
4. alliances with the press, 4 political parties and private business	4. Government authorities react to publications and public debates										
5. Train 10.000 families, 10 Citizen Round Tables in the use of information tools.											
6. 5 annual communications campaigns & 15 public debates											
Milestones¹⁴ [List milestones in this column. Add rows as needed] Shade cells to indicate milestone achievement estimated timeframe.											
➤ Beneficiary sample is completed											
➤ All necessary interparty agreements signed											
➤ Trainees receive certificates of training completion											
➤ Public debates receive sufficient press coverage											
Component 2: Improving the quality, effectiveness and efficiency of the cash transfer program											
1. Conform technical working group	1. Tools are formally introduced into the periodic reporting processes of the Tekoporã program										
2. Training events for SAS technical staff as well as staff at municipal, departmental and ministerial levels	2. The Ministries of Education and Health, as well as departmental and municipal governments cooperate in the information gathering efforts										

Key Activities ¹²	Main Outputs/Deliverables ¹³	Estimated Schedule (use years applicable to proposal's duration)									
		Year 1		Year 2		Year 3		Year 4		Year 5	
		Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2
3. Carry out 8 information periodic gathering efforts	3. Authorities enact norms and resolutions introducing improvements to the program										
4. Organize 8 information feedback and analysis sessions											
Milestones											
Technical working group completes the design of first information tool											
Trainees receive certificates of training completion											
Information gathering efforts are certified as valid											
Component 3: Installing a virtuous circle of knowledge management for program transparency, improvement and sustainability											
1. Information gathering tools are designed in a participatory fashion	1. Tools: A Citizen Scorecard for use of beneficiary families, A Citizen Scorecard for the use of the Mesas de Participación Ciudadana (Citizen Round Tables)										
2. The information gathering tools are transferred to beneficiaries and all other parties	2. Tools; A Beneficiary Family's Received Benefits register for the use of family guides. A Service Delivery Scorecard used by municipal and departmental supervisors to measure education and health care services received by families										
3. Groups in charge of applying each tool comply with calendars and protocols	3. An updated Beneficiary Payroll data base freely accessible to anybody										
4. A data base is formed containing multi-media contents	4. An updated data base with results, summaries and analysis of information gathered through all tools accessible to anybody										
5. Data, information and knowledge generated by the project is shared internationally	5.										
Milestones											
An updated Beneficiary Payroll data base freely accessible to anybody											
An updated data base with results, summaries and analysis of information gathered through all tools accessible to anybody											

Key Activities ¹²	Main Outputs/Deliverables ¹³	Estimated Schedule <i>(use years applicable to proposal's duration)</i>									
		Year 1		Year 2		Year 3		Year 4		Year 5	
		Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2	Sem. 1	Sem. 2

9. Monitoring and evaluation:

- (a) How do you define the proposal's success indicators? Identify the most critical ones and link them to the outputs and outcomes presented in questions 1 and 3.
- (b) How will you monitor the proposal's progress? Describe the methods and tools that will be used.
- (c) What will you evaluate and what type of evaluation(s) will be used? Specify if you plan to carry out an independent evaluation.

[MAX. 500 WORDS]

- a) Critical indicators will be:
 - a. Information gathering tools are formally introduced into the periodic reporting processes of the Tekoporã program and a sufficient number of staff is duly trained to use the tools at an excellent level of performance
 - b. 10.000 beneficiary families report regularly on the situation of the Tekoporã program, including critical indicators of the programs functioning and of the program's results for the beneficiaries
 - c. An updated Beneficiary Payroll data base freely accessible to anybody
- b) The proposal's progress will be monitored using reports generated within the SAS and generated by the project's own information recollection and analysis system bases in the information gathering instruments designed and introduced
- c) We will focus on evaluating the degree to which the beneficiary families are empowered in the Tekoporã program and the degree in which their voice is heard and reacted to by authorities of the program. An external final evaluation will be hired to evaluate beneficiaries perception of the quality of the Tekoporã program and the degree to which they have acquired a voice in the program's management

10. Project Team. Explain clearly:

- (a) Describe how you will assemble the Project Team. Indicate if the Team members are part of your current staff, and explain which new positions, if any, will need to be hired. Include any relevant positions that will be hired as consultant positions as well. Refer to the Proposal Budget for guidance.
- (b) If the Proposal includes a Partnership and/or Mentee CSOs, explain what positions and roles they will perform as part of your Project team.

[MAX. 500 WORDS]

- a) The Project Team will be composed of a Project Manager, a Technical Assistant, a Field Operations Manager a Knowledge Content Manager and a Financial Manager. This staff will be hired by CIRD and will work on CIRD's premises. Clearly explained, at this point in time it is impossible to emphatically confirm that the people CIRD has in mind as the project's staff will be available once the proposal is approved or if the staff currently working for CIRD will have the time available to dedicate to the new project. Even so, the idea is that all mentioned staff is today part of CIRD's staff and no additional hiring will be necessary, except for the Project Manager. The five partner organizations will have the responsibility of carrying out different roles in different geographical locations. DECIDAMOS will focus on the training of beneficiary families. Instituto Desarrollo will concentrate on working with SAS staff; to train and guide information processing. GEAM will concentrate in working with Departmental and Municipal authorities as well as with the Citizen Round Tables. CADEP, will contribute the technical aspects of economic information gathering and analysis related to the Tekoporã results, and will lead national debates together with DENDE. This latter organization is not included in the budget because they work in the organization of events bringing together political and business leaders by having the attending participates pay the event. The communications campaign and the technical design of the tools will include representatives of all partners and CIRD in order to ensure total agreement on the development of these elements of the project.

10.1 Please fill out the table below:

Team member name*1	Position	Time devoted to Project*2	Project Components	Project Main Responsibilities
Carmen Romero	Project Manager	Part time	1, 2 and 3	<ul style="list-style-type: none"> ▪ Overall Project coordination ▪ Main Project contact with state and non-state actors ▪ Supervise Project team's performance ▪ Lead periodic strategic planning team meetings and approve adjustments to Project's flow ▪ Etc
			Component 2	
			Component 3	
Lissy Sanchez	Technical Assistant	Part time	1,2 and 3	Organizes and manages process certification and quality control
Leticia Alcaraz	Field Operations Manager	Full time	1 and 2	Organizes and supervises field work of information collection efforts and training
Andrés Carrizosa	Knowledge Manager	Full time	3	Organizes and manages analysis and management of contents and data bases
Gabriela Arce	Financial Manager	Part time	1,2 and 3	Supervises compliance of agreements and administrative arrangements as well as expenses documentation and accounting

*1 | You must list all the Project Team, including existing staff, staff to be hired, and individual consultants. If you're proposing to hire consulting firms to deliver specific tasks that are critical to the project (e.g. Project evaluation, ICT products/services, etc.) you MUST also include them in the table.

*2 | Indicate (a) if full or part-time, (b) if CSO personnel or consultant, and (c) if team member will be employed for the full duration of the Project or for specific periods or tasks.

Guidance for Answering Part 2: Main Application Questions

¹ **Question 1: Proposal's overall objectives.** The proposal's theme must be aligned with one or more of the priority areas identified in the country call for proposals. Within the chosen theme or sector, the specific issue(s) or problem(s) that will be addressed through social accountability must be clearly spelled out. For example:

- If the proposal focuses on monitoring health service delivery, identify the specific services or issues that will be monitored, such as service inputs (e.g. availability of vaccines for children 0-5 years old, of micro-nutrients for pregnant women, antiretroviral treatments for HIV patients, etc.), or service access (e.g. hours of operation at local health clinics, availability of doctors and nurses, infrastructure conditions, etc.)

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- If the monitoring process encompasses budget monitoring, the precise issues to be covered must also be indicated: following the latter example, the social accountability approach may include gathering information about sector transfers to health clinics, procurement of inputs and contract supervision, among others.
 - For budget monitoring as a more general theme, the specific issues to be monitored must also be spelled out: for instance, enforcement of budget accountability laws and regulations at the sub-national level, citizen participation mechanisms for agreeing on local spending priorities, budget allocations for public investments in critical basic infrastructure, procurement and contract monitoring, etc.

In this question, the reference to the proposed solution(s) must briefly and concisely explain *(a) what social accountability approach will be used to (b) achieve what type of changes in the proposal's lifetime. Point (a) must clearly define the type of citizen feedback that will be generated to address the issue or problem.*

Citizen "feedback" is understood as the information provided by citizens and is based on their experiences in accessing or using a certain service or program delivered by the state or a third party contracted out by the state. Information about a public service or program is also generated indirectly by analyzing and systematizing information either from data that is proactively made available to the public, or from requests for access to such public information. Whether the feedback is produced directly or indirectly, it is intended to be used as a basis for the improvement of a specific public service or program.

The justification of the need for this feedback should be briefly mentioned here, and expanded on questions 2 and 3.

Suggested guidance for defining the proposal's strategic objectives: "The Super Duper Impact Planning Guide", by Albert Van Zyl, International Budget Partnership, available at <http://internationalbudget.org/wp-content/uploads/Super-Duper-Impact-Planning-Guide.pdf>

² **Question 2: role of government and public sector institutions.** The answer must provide a justification for the proposed solution(s) put forth in question 1 by answering all the sub-questions. By reading the answer it should be clear *(a) who in the public sector (including institutions within and outside the Executive branch) is/are interested in obtaining the type of citizen feedback that would be generated by the project, (b) why do they need this information and in which ways will this information benefit their positions and interests in order to motivate or incite them to take action.*

³ **Question 3: social accountability** is approached as a process encompassing (a) the use of a combined set of mechanisms and "tools", including formal (i.e., mandated by laws and regulations) and informal (set up or organized by CSOs and citizen groups themselves), (b) whereby the choice of mechanisms and tools is grounded on several considerations, such as a cost-benefit analysis of alternatives, an analysis of the political-institutional context, an assessment of needs and problems regarding the service delivery chain or the management process, among others, as well as of "entry points" for introducing the process, and of existing capacities and incentives of the actors to be engaged, including service users, CSOs, service providers and public sector institutions.

The approach thus assumes that in order to be effective the social accountability process must engage citizens and public sector institutions, especially those with decision-making power to address the issues raised by citizens and CSOs. It is a double-way process, and as such, it cannot rely only on the assumption that the solution rests on building citizen capacities to generate feedback, or on the generation of such feedback by itself; these are necessary, albeit not sufficient conditions for generating the changes needed to improve or solve the issue. Therefore, the proposed process must be as explicit regarding the actions on the part of public sector institutions (and of other relevant stakeholders such as the private sector, the media, etc.) that will be required for it to be considered a plausible and realistic approach.

Suggested guidance for defining capacity-building activities: “The Capacity Development Results Framework. A strategic and results-oriented approach to learning for capacity development”, by Samuel Otoo, Natalia Agapitova and Jay Behrens, World Bank Institute, June 2009. Available at the GPSA website.

⁴ **Question 4: Partnerships.** The GPSA encourages applicants to identify partners who may complement the applicant’s expertise, outreach capacity and influence in working towards achieving the proposed objectives. It is assumed that governance and development challenges call for multi-stakeholder coalitions, encompassing stakeholders from diverse sectors, to work together in order to solve them. Partnership arrangements may include “mentoring” schemes, whereby the main applicant CSO has identified one or more “mentee” CSO(s), that are usually nascent, or with less social accountability experience, and puts forth a capacity-building process that uses the proposed operational work as a means for the mentee(s) to “learn by doing”. Partnerships with other CSOs with specific, complementary expertise, outreach and influence may also be put forth. If partners will take on specific responsibilities within the proposal, that are directly related to its planned activities, outputs and outcomes, they must be included as part of the project team (see Question 10) and are expected to participate in a funds’ sharing scheme (see the Proposal Budget guidance).

⁵ **Question 5: Ongoing/new project.** For ongoing projects, the answer should clearly explain the value added of GPSA support, and what would GPSA funding support within such project. A summary of the ongoing project achievements and challenges should also be included here, as well as a clear explanation of its sources of funding. For new projects, the answer should relate the proposal to the organization’s experience on social accountability and in related projects.

⁶ **Question 6: Institutional strengthening.** GPSA support may include activities aimed at investing in the applicant CSO’s institutional capacities that will ensure the organizations’ sustainability of operations beyond the proposal’s duration. CSOs working on social accountability usually operate in contexts of limited resources and one of GPSA’s central objectives is to offer “strategic and sustained support” that may allow for mid to long-term strategic planning. The GPSA gives special consideration to the ability of the applicant CSO to relate the proposal to the organization’s current state of development, including efforts to invest in strengthening staff’s capacities on social accountability, but also other activities such as those mentioned in the question.

⁷ **Question 7: Project areas/components.** The proposal should be structured around areas or components, which consist of sub-sections that are organized together because of their direct relation to one or more intermediate outcomes. A Project component must thus group those activities and outputs that can be directly linked to specific intermediate outcomes as defined in the proposal’s results framework. By reading the Project component one must be able to

understand the linkages between the activities included therein, as well as the relationship between the expected outputs and outcomes. See footnotes 7 and 8 below.

⁸ Outputs are the direct products of project activities and may include types, levels and targets of services to be delivered by the project. The key distinction between an output and an outcome is that an output typically is a change in the supply of services (E.g. # of CSOs trained on social accountability, # of meetings with government officials, website set up and running, etc.), while an outcome reflects changes derived from one or more of those outputs (E.g. CSOs apply the skills learnt by implementing a social accountability process, XX Government actor introduces X change/s in the delivery of X service, Supply of X service is increased by X%, Quality of X service is improved as measured by XX, etc.)

⁹ Outcomes are the specific changes in project participants' behavior, knowledge, skills, status and level of functioning; they should be defined in a SMART way: strategic, measurable, action-oriented, realistic, and timed. Intermediate outcomes are attributable to each component, and would contribute to the achievement of final outcomes at the Project level. An intermediate outcome specifies a result proximate to an intended final outcome, but likely more measurable and achievable in the lifetime of a project to an intended final outcome. To ensure the accuracy of assigned intermediate outcomes, the consideration of each proposed outcome should include reviewing who is best situated to achieve the outcome (that is, is this within or outside the scope of this intervention?) and how the outcome might be effectively measured. Example: Teachers use the new teaching methods (intermediate outcome) to improve learning among students (final outcome).

10

Guidance for designing the Knowledge & Learning (K&L) Component

A key GPSA objective is to contribute to the generation and sharing of knowledge on social accountability (SAcc), as well as to facilitate knowledge exchange and learning uptake across CSOs, CSOs networks, governments and other stakeholders. GPSA aims to support its grantees with the best knowledge available on social accountability tools and practices, and also to develop and disseminate them widely among practitioners and policy-makers in order to enhance the effectiveness of SAcc interventions.

GPSA will promote K&L activities such as nurturing practitioner networks and peer learning, especially South-South exchanges through events, on-line resources, and technical assistance. An online Knowledge Platform will provide access to knowledge, support sharing of experiences, facilitate learning, and networking.

GPSA requires that grant proposals include a K&L Component, whereby applicants develop a plan in which the proposed interventions include opportunities for advancing knowledge about strategies and pathways for promoting transparency, accountability and civic engagement. Special emphasis should be made on learning mechanisms (internships, peer-to-peer reviews, Communities of Practice, etc.) focused on grant recipients and partner CSOs, as well as on key external audiences.

Some key questions to answer in designing the K&L Component are:

- ✓ What particular contribution to K&L on SAcc will our proposal make, such as developing tools, replicable models, impact indicators etc., which may have broader usage?
- ✓ What are our K&L needs and knowledge gaps? While proposals are being assessed on their strengths, the proponent's ability to recognize needs and weaknesses is an important aspect as well.
- ✓ What K&L resources do we have? Are they effective in achieving the objectives for which they were developed or do we need to improve them? Are we prepared to share these resources?
- ✓ Who are the specific audiences that we would like to engage in our K&L plan? What are their specific needs and what are the objectives we seek to accomplish in terms of K&L devised for them?
- ✓ How will we realistically develop and disseminate K&L derived from our project? How will we build sustained capacity with our project participants/beneficiaries and key audiences beyond, for example, one-time training or capacity building events?

¹¹ **Question 8: Proposal Action Plan.** The action plan should provide a clear summary of your proposal's operational roadmap. By reading it, it should be possible to understand (a) the activities and outputs that are considered critical for project implementation; (b) the sequencing logic devised (whereby a set of critical activities would lead to X outputs, that must be completed in order to proceed to deliver Y activities and outputs) which should be reflected in the planned calendar; and (c) the milestones that will flag the component's progress towards your expected outcomes. See endnote 14 below for examples.

¹² List only the key activities that best reflect the Component's successful implementation throughout the project's lifetime.

¹³ List only the key outputs that best reflect the successful delivery of planned activities.

¹⁴ Milestones must be linked to the outputs and expected Component-level intermediate outcomes:

- ➔ They should summarize the Component's critical achievements by year geared to achieving key project-level outcomes by the end of the project.
- ➔ While a planned output will indicate the project's progress towards achieving a certain level of completion of an activity, for example, the target you have defined for training local CSOs and other stakeholders on the use of a social accountability tool or mechanism (E.g. 5 in Year 1, 10 in Year 2, and so on), a milestone would be achieved when these groups are able to actually use the tool or mechanism which would enable you to assess whether the participants have learned the skill and are able to implement it with increasing levels of independence, and whether these activities are leading up to certain outcomes that you expect to achieve incrementally throughout the project's lifetime.
- ➔ Similarly, you may need to define certain outputs for the process of engaging decision-makers, service providers and others power-holders; these outputs may range from sharing systematized data or information that you have produced independently (E.g. independent budget analyses) or that has been generated jointly by community stakeholders (users of a specific service) and service providers as a result of the implementation of a social accountability tool (E.g. Action Plans derived from community scorecards processes), to other type of outputs that are considered critical such as setting up a civil society-government (or multi-stakeholder) working group, or participating in X number of public hearings, among others.
- ➔ The milestones related to all these outputs, however, should help you identify the actions and events that would indicate that the project is progressing towards its expected outcomes. In relation to the examples provided, some questions that you may ask would be:
 - What do we expect will happen if we share independent budget analyses with XX decision-makers? What would progress mean to us? Could we use certain standards -for instance, we expect sector budget allocations or allocations to fund a specific service within a sector to change in any way- in order to define incremental measures or targets of progress?
 - How would we define progress as a result of the implementation of Action Plans agreed upon in the framework of a community scorecards process?
 - If a multi-stakeholder working group is set up, what are the measures of progress that would indicate that the working group is really functioning?
- ➔ There are also process-related milestones that may be critical for the project, such as, for instance, reaching an agreement with a certain government or public sector agency on the local-level service centers (E.g. schools, health centers, etc.) that will be targeted incrementally by the project; integrating the results of the project's end of Year 1 initial assessment (an output of the project's M&E system) into the project's operational plan, including by adjusting planned activities and outputs; etc. etc.