

Part 2: Main Application Form

Instructions

- GPSA requires that all grant applications be submitted using an online electronic platform. Part 1: Proposal Basic Information must be filled out in the online platform. Part 2: Main Application must be completed using this form, and uploaded in the “Attach Files” section of the platform. Part 3: Proposal Budget must be completed using the Excel template, also available at the online platform (www.gpsa/worldbank.org).
- Please make sure you read the guidance included in the endnotes section, which will help you in answering the questions. Refer also to the GPSA Application Guidelines before completing your application.
- The Proposal must provide clear and concise answers that directly address the application’s questions. Use the “word count” to comply with the word limit set for each question. Do not change the formatting of this application form.
- You may contact the GPSA Helpdesk at gpsa@worldbank.org for questions about the grant application process.

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.

[MAX. 600 WORDS]

Overall objective: To improve service delivery in the health and education sectors by strengthening accountability and transparency in the budget processes by 2017.

Ghana's public financial management system is characterized by weak compliance with key laws and administrative procedures. In addition, citizen involvement in the budget process is minimal. Overall, these factors lead to low levels of transparency and accountability in the planning and implementation of the national budget. Legislation and guidelines that are not fully adhered to include: 1) Financial Administration Act 2003, 2) Financial Administration Regulation 2004, 3) Financial Memoranda for District Assemblies, 4) Public Procurement Act 2003, 5) Guidelines for the Utilization of the Common Fund, 6) Local Government Act, 1993. Successive Auditor-General's reports have cited all Ministries, Departments and Agencies (MDAs) and Metropolitan, Municipal and District Assemblies (MMDAs) as being in breach of laws, regulations and procedures on public financial management. As a result, the effectiveness of the budget to reduce poverty is being minimized by four interrelated factors. Firstly, **budget planning and execution** are inconsistent with each other. For example, in 2012, actual expenditure of 17 MDAs was in excess of what was approved in the budget by GH¢1.23 billion (\$600 million) representing an adverse variance of 134%. Secondly, **procurement and contracting** are irregular. In 2011, ministries including Health and Education were not able to account for contracts amounting to GH¢25,366,049.90 (\$12.5million). Thirdly, **collaboration and coordination** are weak among MDAs. In 2012, the government of Ghana did not fully utilize an external loan of GH¢2,567,734,441 (\$1.25 billion) due to poor coordination among the Ministry of Finance, Bank of Ghana and Controller and Accountant-General Department. Fourthly, **citizens' participation in the budget is weak** because of non-adherence to local government and the National Development Planning Commission laws. The 2010 and 2012 open budget index showed that Ghana's budget documents are not easily accessible to citizens, neither are they user-friendly. Since 2010, SEND-Ghana's monitoring of the District Assemblies Common Fund repeatedly shows that citizen participation in the planning and monitoring of development projects is not encouraged. 86% of citizens interviewed in the 50 poorest districts covered by SEND do not participate in the budget process. These four weaknesses undermine the potential of the government budget to respond to the infrastructure, logistics and human resources needed for effective and efficient service delivery in the health and education sectors.

This project will address these weaknesses by partnering with the Expenditure Monitoring and Budget Planning units of the Ministry of Finance; Policy Planning Monitoring and Evaluation Departments of the Ministries of Health and Education; and the Parliamentary sub-committees on Finance, Health, Education and Public Accounts. Specifically, this project will promote citizens engagement with the budget to complement and strengthen the planning, monitoring and evaluation systems of the ministries of Finance, Health, Education; relevant parliamentary sub-committees, 4 Regional Coordinating Councils (RCCs) and 50 District Assemblies. Through the use of SEND's Participatory Monitoring and Evaluation Framework, this project will increase social accountability in the budget processes for the delivery of health and educational infrastructure, logistics and human resources. Citizens will be empowered with the skills and knowledge to articulate their needs in the budget planning and implementation processes, specifically providing feedback on the impact of education and health projects on their lives.

The project will benefit all children of school going age, women and under-five children, and persons with disability in 50 poorest districts in the Northern, Upper East, Upper West and Greater Accra regions. Primary and secondary targets include 7,835,533 people, representing 31.8 percent of the national population with men and women making up 48.7 and 51.3 percent respectively.

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]

This project is building on SEND's experiences in promoting social accountability in partnership with the participating ministries, Parliament, Regional Coordinating Councils; and Districts Assemblies. SEND will work with the Budget Unit of the Ministry of Finance, and the Planning and Monitoring Departments of the Ministries of Health and Education.

The monitoring systems for the budget are weak, and unable to provide information on impact of expenditure. There is insufficient feedback on which models of service intervention are delivering value for money. Moreover, during the planning phase, citizens' inputs into the budget are not captured in a coordinated and succinct manner. Based on lessons learned with SEND, government agencies now see the concrete benefit of citizen feedback in improving the quality of public service delivery.

Overall, incentives for this project include: 1) improved monitoring capacity, 2) access to beneficiary feedback, 3) timeliness of information for decision-making, 4) joint platforms for sharing budget information. Partner incentives include – For the Ministry of Finance, the project will enhance information sharing through joint platforms on whether 1) disbursements for infrastructure have met actual needs, 2) gaps; 3) whether health and education personnel are at post, and 4) gaps. For the ministries of Health and Education, the project will provide information on the utilization of the infrastructure and the quality of delivery of services by staff. Ministries will use joint platforms to respond to citizens' budgetary concerns, thereby improving government performance on the Open Budget Index.

By increasing parliamentary committees' understanding of citizens' views on the budget, the project will empower MPs to exercise their oversight responsibilities in holding the Executive accountable for the budget. The project will provide the Regional Coordinating Councils with a platform to receive feedback about the budget from both CSOs and District Assemblies. At the district level, incentives include capacity to comply with requirements for fiscal decentralization through increased engagement with civil society actors as contained in the Decentralization Action Plan. Additionally, by engaging with citizens, Assemblies will meet key criteria of the Functional Organizational Assessment Tool to leverage development resources. Assemblies are further motivated by having a shared platform to influence the budget for their own interests.

Since 2002, SEND's partnerships with these agencies have been successful in promoting social accountability in education and health. This project will be the first in which SEND will use its well-tested PME methodology to promote social accountability in the national budget, specifically for Health and Education sectors. SEND's partnership with government agencies is guided by Memoranda of Understanding stating roles and responsibilities. The major roles of government agencies include: 1) provision of information; 2) representation in monitoring committees at district level; 3) engagement in policy dialogue on the monitoring findings. Also representatives of these agencies will be serving on the Project Steering Committee to enhance ownership for effective implementation. SEND's role will be to 1) provide training to all stakeholders, 2) facilitate information sharing, 3) manage stakeholder platforms at all levels. SEND will be the main link between the project and donors.

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]

SEND's PME methodology is organised in stages. **1) Policy literacy:** building citizen awareness on the national budget, the laws and implementation guidelines to hold public officials accountable. District-level workshops and a simplified version of the budget on education and health will be used. **2) Participatory monitoring:** citizens will analyse budgetary allocations and expenditures for education and health to promote compliance. This will be achieved through a review of the budget and surveys with service providers and beneficiaries. **3) Policy advocacy:** a citizen budget will be used to influence the budget planning process at district and national levels. During implementation of the national budget, citizen monitoring findings will be used to hold multi-stakeholder policy dialogue sessions at all levels. Target ministries and parliamentary sub-committees will participate in the launching of PME reports and make commitments to act on the findings. **4) Responsiveness and follow-up:** the focus will be on assessing the extent to which commitments have been used to improve on the implementation of the budget. This will be achieved by assessing how target ministries have made changes in their M&E systems; and how Parliament has used monitoring information during budget hearing sessions and promoted compliance with budget laws and guidelines.

Through a multi-media approach, the stages of PME are mainstreamed into the public domain. Four national media agencies and 8 community radio stations will support the project. *Citizens Watch*, SEND's quarterly newsletter, will feature project highlights. A new Ghana Social Accountability on-line messaging platform will provide citizens' feedback to target ministries. This provides M&E units with quick access to citizen insights on the budget and services.

SEND's PME involves the building of structures from bottom up for citizen and government engagement. The main drivers of SEND's PME are the poor – women and persons with disability, who are represented through their organizations in District Citizen Monitoring Committees (DCMC). Focal NGOs serve as the secretariat to the DCMC, enabling the marginalized to become more visible. SEND's PME methodology can be applied to all sectors and the national budget because of its use of good governance assessment tools. SEND's PME is action-oriented with immediate applicability to issues of quality service delivery.

Project outcomes will be sustainable because staff of PPM&E Departments will acquire PME skills and experience for effective management of the budget. All participating ministries have Social Accountability Units with which the project will interface through peer learning. SEND will produce a manual which they can use to refresh and update their use of PME tools. Overall, the Ghana PME Network has as its mandate to develop the use of PME to promote social accountability.

SEND's PME model has already been replicated in education, health and agriculture sectors in Ghana, Sierra Leone and Burkina Faso. It has been effective in building capacity for citizen and local government engagement because it simultaneously strengthens good governance and promotes quality service delivery. Therefore, PME's attractiveness lies in its ability to make the national budget processes more participatory, transparent, accountable and equitable.

- 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]

Since 2008, the PME Network has been SEND's operational mechanism for promoting social accountability in Ghana. Network membership includes: grassroots CSOs, District Assemblies, RCCs, ministries, media agencies and community radio stations. The network has a constitution and by-laws to ensure that it remains focused on promoting social accountability. For each new project, SEND establishes MOUs with participating members.

The national PME Network secretariat is hosted by SEND's Accra office, and regional secretariat by SEND's offices in each region. In the 50 districts, 50 focal NGOs serve as network secretariats. They are nominated by District Assemblies and approved by the members. SEND has management agreements with the focal NGOs, which are reviewed annually to ensure that resources are spent appropriately. In addition, SEND builds their capacity to be able to serve as coordinators for the district network. For this project, focal NGOs and regional offices will post their budgets and expenditures on notice boards and in *Citizen Watch*.

At national level, the Network comprises participating ministries and media agencies. Ministries will provide budget information for monitoring, and participate in policy literacy and multi-stakeholder dialogue sessions. Media agencies will publicize commitments made and ensure that they remain in the public discourse.

At regional level, the Network comprises officials of the RCC and district PME networks. For this project, the Regional PME network will coordinate policy dialogue between District Assemblies and DCMCs.

At the district level, the PME network comprises an 11-member District Citizens Monitoring Committee. DCMC members include community-based organizations and interest groups, faith-based groups, Traditional Authorities, Assembly Persons, and District planning and finance officers. For this project, more than 550 organizations will be mobilized in the 50 DCMCs. DCMCs will organize policy literacy workshops, undertake budget monitoring, prepare citizen budgets and engage in policy dialogue.

- 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]

This will be a new project for SEND building on its previous and ongoing experiences. From 2010-13, with support from the World Bank and others, SEND led the Ghana Aid Effectiveness Forum to implement a national budget advocacy program in partnership with Ministry of Finance. This project involved budget tracking, but did not use social accountability principles, tools or the PME network.

Currently, SEND is using the PME approach to implement three projects: 1) EU-funded (2011-14) "Making Decentralization Work for the Poor," focusing on the District Assembly Common Fund, one of the main financing instruments of the Medium-Term Development Plan; 2) STAR-Ghana (2013-15), "Building Effective Advocacy for Improved Maternal Health Care Services Delivery for the Attainment of MGD5 in Ghana," focusing on increasing allocation and efficient spending for maternal health services in six selected districts in Ghana; 3) EU-funded (2014-16) "IMPROVE – Improving Maternal Health Service Delivery through Participatory Governance" focusing on effective delivery of maternal health services in Ghana and progress towards the achievement of MDG5. All of these projects address the delivery of health and education using social accountability tools.

However, none of these projects addresses the budget at macro and micro levels as planned for this project. Moreover, none seeks to strengthen the M&E systems of the participating ministries. Rather, they apply PME to generate monitoring information that is used by stakeholders to advocate for specific changes in the implementation of programs.

Overall, this project will enable SEND and the PME Network to integrate budget monitoring into service delivery monitoring in several ways: 1) providing insights into relevant budgetary macro contexts; 2) building the skills of PME network members which can be used to improve their participation in monitoring; 3) engaging the network in using a new on-line platform to influence the national budget facilitated by VOTO Mobile.

- 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".

[300 WORDS]

SEND's strategic plan 2014-19 has as its core objective to promote transparency and accountability in the implementation of Ghana's budget. SEND's key strengths toward this objective are: 1) PME Network; 2) 10 years of experience promoting social accountability; 3) program delivery mechanism in 50 poorest districts of Ghana; 4) favorable working relationships with government ministries and agencies; 5) experienced leadership and staff in implementing social accountability programs. This project will contribute to SEND's capacity to implement its new strategic plan in several ways.

First, the project will assist SEND to make the transition from using PME solely for service delivery to using it for budget monitoring and advocacy.

Secondly, the project will support key staff of SEND to improve on their technical and management skills, especially in the areas of budget monitoring and advocacy.

Thirdly, this project will strengthen SEND's knowledge management systems. This will involve supporting SEND's M&E coordination unit to develop a database for all its programs, electronically archive all PME reports, and facilitate experience sharing and learning between programs.

Fourthly, SEND will use its PME reports to prepare social accountability manuals and tool kits for monitoring health and education programs and budgets. This will enable SEND to share its experiences in promoting social accountability with practitioners in Ghana and elsewhere.

Fifthly, SEND will establish a platform for social accountability practitioners in Ghana and elsewhere in West Africa. They will meet annually to exchange experiences and ideas on how to deepen social accountability in public service delivery.

These five activities will strengthen SEND's capacity and the PME Network to continue to improve on the practice of social accountability in Ghana. SEND West Africa's Technical Advisor will be involved in developing these internal capacities.

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

Area/Component 1

Programmatic support to CSOs for Social Accountability

Activities	<p>List the Component's main activities. <u>Number the activities.</u></p> <p>Activity 1.1 – Strengthen SEND's coordinating capacity for the National and 4 Regional networking centres</p> <p>1.1.1: Establish Project Management Team and systems at national and regional networking centres</p> <p>1.1.2: Procure project inputs</p> <p>1.1.3: Hold quarterly project management team meeting</p> <p>1.1.4: Renew partnership with the Ministries of Finance, Health and Education, Parliamentary sub-committees on Health, Education and Public Accounts, 50 district assemblies, 4 regional coordinating councils, 8 community radio stations, 4 national media agencies</p> <p>1.1.5: Hold 4 Regional Project inception meetings involving 120 participants</p> <p>1.1.6: Renew existing and sign new Memoranda of Understanding with the Ministries of Finance, Health and Education and Parliamentary sub-committees on Health, Education and Public Accounts, 50 District Assemblies and 4 regional coordinating councils</p> <p>1.1.7: Conduct formative study</p> <p>1.1.8: Support quarterly regional review meetings of 4 regional PM&E networks</p> <p>Activity 1.2 – Strengthen capacity of 50 focal NGOs in networking and network management for budget advocacy</p> <p>1.2.1: Conduct capacity needs assessment of 50 focal NGOs</p> <p>1.2.2: Training of 50 focal NGOs on Network management</p> <p>1.2.3: Support for reorganization of 50 District PM&E networks</p> <p>1.2.4: Support for monthly monitoring meetings of 50 District PM&E networks</p> <p>Activity 2.1 – Train 10 program staff in budget monitoring and advocacy</p> <p>2.1.1: Conduct training for 10 programme staff on the Financial Administration Act (Act 654), National Procurement Act (Act 663), Internal Audit Agency Act (Act 658), Relevant Section of the 1992 Constitution, Local Government Act (462)</p> <p>2.1.2: Conduct training to update 10 programme staffs' skills and knowledge on Ghana's budget cycle</p> <p>2.1.3: Conduct training on macro-level budget Analysis for 10 programme staff</p> <p>2.1.4: Conduct training on how to apply social accountability tools for budget tracking and monitoring for 10 programme staff</p> <p>2.1.5: Training of 10 programme staff on budget advocacy skills and strategies for district, regional and national level engagement</p> <p>2.1.6: Training of 10 program staff on participatory budgeting</p> <p>Activity 2.2 - Train 100 representatives of 50 District PM&E Networks on social accountability tools for budget monitoring and advocacy</p> <p>2.2.1: Conduct training for 100 representatives of 50 District PM&E networks on the Financial Administration Act (Act 654), National Procurement Act (Act 663), Internal Audit Agency Act (Act 658), Relevant Section of the 1992 Constitution, Local Government Act (462)</p> <p>2.2.2: Conduct training for 100 representatives of 50 District PM&E networks on Ghana's budget cycle</p> <p>2.2.3: Conduct training on how to apply social accountability tools for budget tracking and monitoring for 100 representatives of 50 District PM&E networks</p> <p>2.2.4: Train 100 representatives of the Ghana PM&E network on budget advocacy skills and strategies for district, regional and national level engagement</p> <p>2.2.5 Train 100 representatives of 50 District PM&E networks on participatory budgeting</p>
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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> <p>1.1: SEND's coordinating capacity for the National and 4 Regional networking centres strengthened</p> <p>1.2: 50 focal NGOs' skills in networking and network management for budget advocacy strengthened</p> <p>2.1: 10 programme staff's skills and knowledge in budget monitoring and advocacy strengthened</p> <p>2.2: 100 representatives of 50 District PM&E Networks trained on social accountability tools for budget monitoring and advocacy</p>
(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> <p>Outcome 1: Increased capacity of SEND Ghana to promote transparency and accountability in the budget process in Ghana</p> <p>Outcome 2: Increased citizens' participation and voice in budget planning and implementation at district, regional and national levels</p>
Area/Component 2	Knowledge Activities

Activities	<p>List the Component's main activities</p> <p>Activity 3.1 Produce citizens budget to influence 50 districts and national budgets in favour of the health and education sectors</p> <p>3.1.1: Facilitate the development of citizens budget through participatory budgeting in 50 districts 3.1.2: Consolidate 50 districts citizens budget into National Citizens Budget on Education and Health 3.1.3: Facilitate the participation of 50 District PM&E networks in district budget preparation using the citizens' budget 3.1.4: Facilitate the participation of the Ghana PM&E network in the preparation of the national budget using consolidated citizens' budget through engagement with the ministries of health and education 3.1.5: Share citizens' budget with parliamentary sub committees on health, education and Finance</p> <p>Activity 3.2 Analyze the annual national budgets once a year for 4 consecutive years, and publish 4 related policy briefs for engagement on budget planning and enactment processes</p> <p>3.2.1: Organize 50 community level National budget literacy campaigns focusing on health and education sectors 3.2.2: Hold health and education budget literacy session via 8 community radio stations 3.2.3: Conduct 4 annual analysis of the national budget focusing on the education and health sectors 3.2.4: Publish policy briefs on the national budget annually for 4 years 3.2.5: Annually use citizens budget and policy brief to engage parliamentary sub committees on health, education and finance prior to budget debate and approval 3.2.6: Hold media discussion (one radio and one TV) on the executive budget proposal focusing on health and education sectors 3.2.7: Facilitate the participation of the Ghana PM&E network in the preparation of the national budget by the Ministry of Finance</p> <p>Activity: 4.1 Provide independent feedback on health and education sector budgets to the ministries of finance, education, health; parliamentary subcommittees on health education, finance and public accounts; 4 regional coordinating councils; 50 District Assemblies</p> <p>4.1.1: Conduct 3 participatory monitoring exercises of health and education sector infrastructure, logistics and human resources provision in 50 districts 4.1.2: Publish 3 participatory monitoring reports and 3 policy briefs 4.1.3: Create an on-line social accountability platform for interaction between officials of the Ministries of Finance, Health and Education with citizens on the budget 4.1.4: Publish 16 editions of the <i>Citizens Watch</i> newsletter with synthesized inputs from the Ghana Social Accountability on-line platform 4.1.5: Develop 4 facts sheets with inputs from the Ghana Social Accountability on-line platform 4.1.6: Hold 50 district level government-citizens engagement sessions annually for 3 years involving district planning and coordinating units and District PM&E networks 4.1.7: Hold 4 regional government-citizens engagement sessions annually for 3 years involving the regional coordinating councils and the Regional PM&E networks 4.1.8: Hold 3 national multi-stakeholder policy dialogue conference involving the Expenditure Monitoring and Budget planning units of the Ministry of Finance; the Policy Planning Monitoring and Evaluation units of the Ministries of Education and Health; and Parliamentary sub-committees on health, education, finance and public accounts 4.1.9: Follow up and assess commitments secured at district, regional and national advocacy and policy dialogue events</p>
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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> <p>3.1: Citizens' budget used to influence 50 districts and national budgets in favour of the health and education sectors</p> <p>3.2: Annual budget analysis and policy briefs completed for engagement on budget planning and enactment processes</p> <p>4.1: Citizens' feedback to the ministries of finance, education, health; parliamentary subcommittees on health education, finance and public accounts; 4 regional coordinating councils and 50 district are incorporated in health and education sector budgets</p>
(Intermediate) Outcomes	<p>Define the main Component-level outcomes that are expected to be achieved as a result of the outputs described above.</p> <p>Outcome 3: Enhanced budgetary processes (participatory, transparent, accountable, equitable) reflective of the participation and needs of citizens</p> <p>Outcome 4: Increased responsiveness of government to the needs of citizens as expressed in participatory budgetary processes</p>
Area/Component 3 Knowledge and Learning (K&L)¹⁰	<p>[Please note: Component 3 consists of the Project's K&L Plan and is MANDATORY for all applications. Refer to the guidance for preparing the K&L Component at the end of this form.]</p> <p>Knowledge and Learning</p>
Activities	<p>List the Component's main activities</p> <p>Activity 5.1 Develop mechanisms for learning and sharing for social accountability practitioners</p> <p>5.1.1: Develop SEND PM&E manual and share it on the GPSA online platform</p> <p>5.1.2: Periodically share <i>Citizens Watch</i> newsletter, monitoring reports, facts sheets, citizens budget and policy briefs on the GPSA online platform</p> <p>5.1.3: A minimum of 5 staff peer learning exchanges between SEND's project team and the social accountability units of the 3 identified ministries and staff of the participating District Assemblies</p> <p>5.1.4: Undertake 2 learning visits on social accountability experiences to SEND's affiliates in Liberia and Sierra Leone</p> <p>5.1.5: Establish partnership agreement with the Social Work Department of the University of Ghana to offer internship opportunities to 2 graduates annually for 3 years</p> <p>5.1.6: Network with other GPSA grantees</p>
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> <p>5.1 Mechanisms for learning and sharing are developed for social accountability practitioners</p>
(Intermediate) Outcomes	<p>Define the main Component-level outcomes that are expected to be achieved as a result of the outputs described above.</p> <p>Outcome 5: Strengthened knowledge and learning on social accountability practice in Ghana</p>
<u>Add additional areas/components (max. 2)</u>	

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.

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
Component 1:											
Activity 1.1 – Strengthen SEND's coordinating capacity for the National and 4 Regional networking centres											
1.1.1: Establish Project Management Team and systems at national and regional networking centers	1.1.1.1 Establishment of Project Management Team and systems at national and regional networking centers completed										
1.1.2: Procure project inputs	1.1.2.1 Project vehicle and 2 computers procured										
1.1.3: Hold quarterly project management team meeting	1.1.3.1 16 quarterly project management meetings held										
1.1.4: Renew partnership with the Ministries of Finance, Health and Education, Parliamentary sub-committees on Health, Education and Public Accounts, 50 district assemblies, 4 regional coordinating councils, 8 community radio stations, 4 national media agencies	1.1.4.1 Partnership renewed with the Ministries of Finance, Health and Education and the Parliament sub-committees on health, Education and Public Accounts, 50 district assemblies and 4 regional coordinating councils and 8 community radio stations and 4 national media organisations										
1.1.5: Hold 4 Regional Project inception meetings involving 120 participants	1.1.5.1 4 Regional Project inception meetings involving 120 participant in four regions held										
1.1.6: Renew existing and sign new Memoranda of Understanding with the Ministries of Finance, Health and Education and Parliamentary sub-committees on Health, Education and Public Accounts, 50 District Assemblies and 4 regional coordinating councils	1.1.6.1 MOU renewed and new ones signed with the Ministries of Finance, Health and Education and the Parliament sub-committees on health, Education and Public Accounts, 50 districts assemblies and 4 regional coordinating councils										
1.1.7: Conduct formative study	1.1.7.1 1 Project formative study undertaken										
1.1.8: Support quarterly regional review meetings of 4 regional PM&E networks	1.1.8.1 Support for quarterly regional review meetings of 4 regional PM&E networks										
Activity 1.2 – Strengthen capacity of 50 focal NGOs in networking and network management for budget advocacy											
1.2.1: Conduct capacity needs assessment of 50 focal NGOs	1.2.1.1 capacity needs assessment of 50 focal organisations conducted										
1.2.2: Training of 50 focal NGOs on Network management	1.2.2.1 50 focal organisations in four regions trained on Network management										
1.2.3: Support for reorganization of 50	1.2.3.1 Support for reorganization of 50 District PM&E										

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
District PM&E networks	networks completed										
1.2.4: Support for monthly monitoring meetings of 50 District PM&E networks	1.2.4.1 Monthly monitoring meetings of 50 District PM&E networks undertaken										
Activity 2.1 – Train 10 programme staff in budget monitoring and advocacy											
2.1.1: Conduct training for 10 programme staff on the Financial Administration Act (Act 654) , National Procurement Act (Act 663), Internal Audit Agency Act (Act 658), Relevant Section of the 1992 Constitution, Local Government Act (462)	2.1.1.1 10 programme staff trained on the Financial Administration Act (Act 654) , National Procurement Act (Act 663), Internal Audit Agency Act (Act 658), Relevant Section of the 1992 Constitution, Local Government Act (462)										
2.1.2: Conduct training to update 10 programme staffs' skills and knowledge on Ghana's budget cycle	2.1.2.1 10 programme staffs' skills and knowledge on Ghana's budget cycle updated										
2.1.3: Conduct training on macro-level budget Analysis for 10 programme staff	2.1.3.1 10 programme staff trained on macro-level budget analysis										
2.1.4: Conduct training on how to apply social accountability tools for budget tracking and monitoring for 10 programme staff	2.1.4.1 10 programme staff on how to apply social accountability tools for budget tracking and monitoring										
2.1.5: Training of 10 programme staff on budget advocacy skills and strategies for district, regional and national level engagement	2.1.5.1 10 programme staff trained on budget advocacy skills and strategies for district, regional and national level engagement										
2.1.6: Training of 10 programme staff on participatory budgeting	2.1.6.1 10 programme staff trained on participatory budgeting										
Activity 2.2 - Train 100 representatives of 50 District PM&E Networks on social accountability tools for budget monitoring and advocacy											
2.2.1: Conduct training for 100 representatives of 50 District PM&E networks on the Financial Administration Act (Act 654), National Procurement Act (Act 663), Internal Audit Agency Act (Act 658), Relevant Section of the 1992 Constitution, Local Government Act (462)	2.2.1.1 100 representatives of 50 District PM&E networks trained on the Financial Administration Act (Act 654), National Procurement Act (Act 663), Internal Audit Agency Act (Act 658), relevant Sections of the 1992 Constitution, Local Government Act (462)										
2.2.2: Conduct training for 100 representatives of 50 District PM&E networks on Ghana's budget cycle	2.2.2.1 100 representatives of 50 District PM&E networks trained on Ghana's budget cycle										

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
2.2.3: Conduct training on how to apply social accountability tools for budget tracking and monitoring for 100 representatives of 50 District PM&E networks	2.2.3.1 100 representatives of 50 District PM&E networks trained on how to apply social accountability tools for budget tracking and monitoring for										
2.2.4: Train 100 representatives of the Ghana PM&E network on budget advocacy skills and strategies for district, regional and national level engagement	2.2.4.1 100 representatives of the Ghana PM&E network trained on budget advocacy skills and strategies for district, regional and national level engagement										
2.2.5 Train 100 representatives of 50 District PM&E networks on participatory budgeting	2.2.5.1 100 representatives of 50 District PM&E networks trained on participatory budgeting										
Milestones¹⁴ [List milestones in this column. Add rows as needed] Shade cells to indicate milestone achievement estimated timeframe.											
➤ The Ghana PM&E Network, Ministries of Finance, Education and Health, Parliament subcommittees on Health, Education, Finance and Public Accounts, an 4 regional Coordinating Councils and 50 District Assemblies are partnering SEND-GHANA in the implementation of the project											
➤ 50 Focal NGOs are coordinating 50 District PM&E Networks											
➤ SEND's Regional offices in the Northern, Upper East, West and Greater Accra are serving as secretariats to 4 Regional PM&E Networks											
➤ SEND's Head office in Accra is serving as National Secretariat to the Ghana PM&E Network											
➤ 50 District PM&E Networks mentored by SEND's staff in budget monitoring and advocacy											
➤ 4 Regional PM&E Networks mentored by SEND's regional offices in budget monitoring and advocacy											
➤ SEND's head office mentored the National PM&E Network in 3 budget monitoring and advocacy processes											
➤ 550 members of 50 District PM&E Networks applied knowledge on relevant public financial laws and regulation to demand compliance											
➤ 5000 citizens in 50 districts supported their local PM&E Networks to demand compliance with relevant budget laws and regulations											
Component 2:											
Activity 3.1 Produce citizens budget to influence 50 districts and national budgets in favour of the health and education sectors											
3.1.1: Facilitate the development of citizens budget through participatory budgeting in 50 districts	3.1.1.1 150 citizens budgets developed in 50 districts										

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
3.1.2: Consolidate 50 districts citizens budget into National Citizens Budget on Education and Health	3.1.2.1 Consolidated National Citizens Budget on Education compiled annually for three years										
3.1.3: Facilitate the participation of 50 District PM&E networks in district budget preparation using the citizens' budget	3.1.3.1 Participation of 50 District PM&E networks in district budget preparation using the citizens' budget facilitated in 50 districts										
3.1.4: Facilitate the participation of the Ghana PM&E network in the preparation of the national budget using consolidated citizens' budget through engagement with the ministries of health and education	3.1.4.1 Participation of the Ghana PM&E network in the preparation of the national budget facilitated through engagement with the ministries of health and education										
3.1.5: Share citizens' budget with parliamentary sub committees on health, education and Finance	3.1.5.1 Citizens' budget shared with parliamentary sub committees on health, education and Finance										
Activity 3.2 Analyze the annual national budgets once a year for 4 consecutive years, and publish 4 related policy briefs for engagement on budget planning and enactment processes											
3.2.1: Organize 50 community level National budget literacy campaigns focusing on health and education sectors	3.2.1.1 Community level National budget literacy campaign on health and education budgets organised for 2500 people in 50 districts										
3.2.2: Hold health and education budget literacy session via 8 community radio stations	3.1.2.1 Health and education budget literacy session held via 8 community radio stations in four regions										
3.2.3: Conduct 4 annual analysis of the national budget focusing on the education and health sectors	3.2.3.1 4 Annual analysis of the national budget focusing on the education and health sectors conducted										
3.2.4: Publish policy briefs on the national budget annually for 4 years	3.2.4.1 2000 copies of policy briefs on the national budget published annually for 4 years										
3.2.5: Annually use citizens budget and policy brief to engage parliamentary sub committees on health, education and finance prior to budget debate and approval	3.2.5.1 4 Engagements with parliamentary sub committees on health, education and finance prior to budget debate and approval undertaken										
3.2.6: Hold media discussion (one radio and one TV) on the executive budget proposal focusing on health and education sectors	3.2.6.1 Media discussions on the executive budget proposal focusing on health and education sectors held										
3.2.7: Facilitate the participation of the	3.2.7.1 Participation of the Ghana PM&E network in										

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
Ghana PM&E network in the preparation of the national budget by the Ministry of Finance	the preparation of national budget by the Ministry of Finance										
Activity: 4.1 Provide independent feedback on health and education sector budgets to the ministries of finance, education, health; parliamentary subcommittees on health education, finance and public accounts; 4 regional coordinating councils; 50 District Assemblies											
4.1.1: Conduct 3 participatory monitoring exercises of health and education sector infrastructure, logistics and human resources provision in 50 districts	4.1.1.1: 3 participatory monitoring of health and education sector infrastructure, logistics and human resources provision in 50 districts conducted										
4.1.2: Publish 3 participatory monitoring reports and 3 policy briefs	4.1.2.1 6000 copies of 3 participatory monitoring reports and 6000 copies of 3 policy briefs published										
3.1.3: Create an on-line social accountability platform for interaction between officials of the Ministries of Finance, Health and Education with citizens on the budget	4.1.3.1. Inputs on the Ghana Social Accountability online platform published in 16 editions of the citizens watch newsletter and 4 facts sheets										
4.1.4: Publish 16 editions of the <i>Citizens Watch</i> newsletter with synthesized inputs from the Ghana Social Accountability on-line platform	4.1.4.1 16 editions of the <i>Citizens Watch</i> newsletter with synthesized inputs from the Ghana Social Accountability online platform published										
4.1.5: Develop 4 facts sheets with inputs from the Ghana Social Accountability on-line platform	4.1.5.1 4 fact sheets with inputs from the Ghana Social Accountability online platform published										
4.1.6: Hold 50 district level government-citizens engagement sessions annually for 3 years involving district planning and coordinating units and District PM&E networks	4.1.6.1 50 district level government-citizens engagement sessions conducted annually for 3 years involving district planning and coordinating units and District PM&E networks										
4.1.7: Hold 4 regional government-citizens engagement sessions annually for 3 years involving the regional coordinating councils and the Regional PM&E networks	4.1.7.1 4 regional government-citizens engagement sessions conducted annually for 3 years involving the regional coordinating councils and the Regional PM&E networks										
4.1.8: Hold 3 national multi-stakeholder policy dialogue conference involving the Expenditure Monitoring and Budget planning units of the Ministry of Finance; the Policy Planning Monitoring and Evaluation units of the Ministries of Education and Health; and	4.1.8.1 3 national multi-stakeholder engagement sessions involving the Expenditure Monitoring and Budget planning units of the Ministry of Finance; the Policy Planning Monitoring and Evaluation units of the Ministries of Education and Health; and										

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
Evaluation units of the Ministries of Education and Health; and Parliamentary sub-committees on health, education, finance and public accounts	Parliamentary subcommittees on health, education, finance and public accounts conducted										
4.1.9: Follow up and assess commitments secured at district, regional and national advocacy and policy dialogue events	4.1.9.1 Follow-up and assessment of commitment on secured at district, regional and national advocacy and policy dialogue conducted										
Milestones											
50 PM&E Networks used citizens budget to influence 3 district budget planning processes in 50 districts											
The Ghana PM&E Network used consolidated citizens budget to influence 3 national budget planning processes											
The Ghana PM&E Network used budget analysis policy brief to influence 4 budget enactment processes											
On-line social accountability platform generated feedback into the budget processes at all levels											
50 PM&E Networks used 3 participatory monitoring reports to influence 3 annual budgets in 50 districts											
4 Regional PM&E Networks used 3 participatory monitoring reports to enhance the monitoring and coordination roles of 4 regional coordinating councils on 3 annual budgets											
The Ghana PM&E Network used 3 participatory monitoring reports to engage the Ministries of finance, health and education to influence 3 annual budgets											
The Ghana PM&E Network used 3 participatory monitoring reports to enhance parliament oversight roles over the MDAs and MMDAs											
The Expenditure Monitoring Unit of Ministry of Finance using information generated by the PM&E network to enhance its expenditure consideration roles											
The M&E/policy planning monitoring and evaluation units of ministries of education and health using information shared by PM&E networks to improve on budget management, policy and service delivery											
The M&E unit of the participating District and regional coordinating councils using information shared by PM&E networks to improve on budget management, policy and service delivery											
Component 3:											
Activity 5.1 Develop mechanisms for learning and sharing for social accountability practitioners											
5.1.1: Develop SEND PM&E manual and share it on the GPSA online platform	5.1.1.1 SEND PM&E manual developed and shared the GPSA on-line platform										
5.1.2: Periodically share <i>Citizens Watch</i> newsletter, monitoring reports, facts sheets,	5.1.2.1 <i>Citizens Watch</i> newsletter, monitoring reports, facts sheets, citizens budget and policy briefs shared										

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
citizens budget and policy briefs on the GPSA online platform	on the GPSA online platform										
5.1.3: A minimum of 5 staff peer learning exchanges between SEND's project team and the social accountability units of the 3 identified ministries and staff of the participating District Assemblies	5.1.3.1 Five (5) Staff exchange visits between SEND's project team and the social accountability units of the 3 identified ministries and staff of the participating District Assemblies completed										
5.1.4: Undertake 2 learning visits on social accountability experiences to SEND's affiliates in Liberia and Sierra Leone	5.1.631 2 Learning visits on social accountability experiences to SEND's affiliates in Liberia and Sierra Leone undertaken										
5.1.5: Establish partnership agreement with the Social Work Department of the University of Ghana to offer internship opportunities to 2 graduates annually for 3 years	5.1.6.1 Internship opportunities to 2 graduates of the Social Work Department of the University annually for 3 years completed										
5.1.6: Network with other GPSA grantees	5.1.6.1 Network with other GPSA grantees conducted										
Milestones											
SEND shared PM&E Framework Manual and advocacy materials on the GPSA online platform											
SEND and social accountability practitioners in government are using each other's information											
SEND Ghana's staff and SEND staff in Sierra Leone and Liberia are learning from each other and improving on their social accountability programs											
SEND-GHANA Staff have improved skills in social accountability practice											
GPSA grantees are enriching SEND's experience in promoting social accountability in Ghana											

-
- Monitoring and evaluation:
- 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.
- How will you monitor the proposal's progress? Describe the methods and tools that will be used.
- 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]

Success Indicators:

Overall objective: To improve service delivery in the health and education sectors by strengthening accountability and transparency in the budget process by 2017

- Extent to which ministries of finance, health and education are using social accountability tools in the planning and implementation of the national budget
- Extent to which PME Network is using social accountability tools to increase citizen participation in budget processes

Outcome 1: Increased capacity of SEND to promote transparency and accountability in the budget process in Ghana

- Extent to which SEND staff are able to facilitate partners' use of PME to promote transparency and accountability in the budget process

Outcome 2: Increased citizens' participation and voice in budget planning and implementation at district, regional and national levels

- Extent to which focal NGOs are able to coordinate budget advocacy activities at district and regional levels
- # of citizens engaged in budget advocacy at district, regional and national levels disaggregated by gender and persons with disability

Outcome 3: Enhanced budgetary processes (participatory, transparent, accountable, equitable) reflective of the participation and needs of citizens

- # and types of budget information provided by MDAs and MMDAs to PME network
- Quality of PME Network-Government consultations on the budget

Outcome 4: Increased responsiveness of government to the needs of citizens as expressed in participatory budgetary processes

- # of citizen budget priorities that are reflected in the district and national budget each year.
- % of national budget allocated and disbursed to address priority needs identified in citizens' budget

Outcome 5: Strengthened knowledge and learning on social accountability practice in Ghana

- Extent to which knowledge and learning mechanisms are being used to promote social accountability

Monitoring: Initially, formative research will provide an overview of the practice of social accountability by SEND and PME Network. From this research, a learning agenda will be developed, as well as tools for measuring success indicators. Project monitoring will be done semi-annually. Using baseline information, SEND West Africa's Technical Advisor will monitor indicators using a mix of qualitative and quantitative methods, including interviews, reviews of reports, capacity assessment surveys and content analysis. Once the semi-annual report has been produced, it will be presented to and validated by the Project Steering Committee. Lessons learned will be identified, catalogued and used by management to improve on the implementation strategies of the project.

Evaluation: After two years, there will be a mid-term evaluation facilitated by SEND West Africa's Technical Advisor. The main purpose will be to identify lessons learned that can be used to re-align project activities toward achieving the overall objective. The final evaluation will be done by another GPSA grantee with relevant technical expertise and experience, to be recruited through a competitive bidding process.

- 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]

No new staff will be recruited for this project. Existing staff will add this project to their ongoing PME jobs. Only one staff member will be working full-time on the project. All staff have participated in the development of this proposal and therefore will need only minimal orientation to the project. During implementation, staff will be supported by short-term consultants as specified below. Apart from the final evaluator, the consultants have a working relationship with SEND and are familiar with PME.

Chief Executive Officer brings to this project his experience in developing SEND's PME methodology and will ensure that this project improves on and innovates the model to make it relevant to budget advocacy.

Country Director will ensure partners adhere to all agreements, management guidelines and accountability standards. He will be responsible for ensuring that lessons from the project are applied to other SEND projects. Together, the CEO and CD oversee the Project Implementation Team.

The Project Implementation Team comprises:

Director of Programs and Advocacy: manages relationships with all stakeholders, supervising staff and consultants.

Director of Finance and Administration: responsible for financial reporting and follow up discussions with donors.

Project Coordinator: manages activities of the project and ensures they are carried out as planned. He will be the main counterpart to all short-term consultants providing services to the project.

M&E Officer: coordinates Knowledge and Learning, both internal and external activities.

4 Regional Managers: ensures that focal NGOs, district and regional partners and the PME Network, are performing their roles. They will also ensure that financial accountability guidelines are strictly adhered to.

Communication Officer: ensures that media agencies and community radio stations deliver on their commitments.

3 Project officers: support focal NGOs in policy literacy activities, monitoring and policy dialogue events at regional and district levels.

Short-term Consultants:

Technical Advisor: ensures that SEND's knowledge creation and learning ability on social accountability is optimized. She will be responsible for M&E as the basis for learning and sharing and the development of the manual.

Web Manager for On-line Platform: manages the Ghana Social Accountability on-line platform. An ICT company (VOTO Mobile) will be contracted because of their experience in managing web-sites on health and education initiatives.

Final Evaluation Consultant: writes the summative evaluation report.

The team will be supported by:

Human Resource Manager: implements SEND's HR management guidelines and ensures that they are adhered to in the implementation of this project.

4 Regional Account Officers: manages accounts and prepares expenditure reports, as well as reports to be posted on SEND's accountability notice boards every quarter.

3 Regional Administrative Officers: manages and account for project consumables, and organize project events.

4 Regional Operation Support Officers: manages project logistics, specifically vehicles.

5 Regional Security Officers: protects project office site and resources.

Partnership: The 50 focal NGOs in the 50 districts will be serving as secretariats to the 50 District PM&E Networks, providing administrative support, coordinating monitoring and advocacy activities of their member, and networking with district level government officials.

10.1 Please fill out the table below:

Team member name*1	Position	Time devoted to Project*2	Project Components	Project Main Responsibilities
Siapha Kamara	Chief Executive Officer	10%	1,2,3	PME Methodology and innovation
George Osei-Bimpeh	Country Director	10%	1,2,3	Partnership management, application of lessons
Clara Osei-Boateng	Director of Programmes	15%	1,2,3	Staff and consultant supervision, relationship magement
Daniel Adotey	Programme Coordinator	100%	1,2,3	Day-to-day management of implementation
Mohammed Mumuni	M &E Officer	25%	2,3	Coordinate knowledge and learning
Shafiu Shaibu	Director of Finance	10%	1	Coordinate financial management
Harriet Agyemang	Regional Manager (Greater Accra)	15%	1,2,3	Ensure that focal NGOs and district and regional partners perform their roles
John Nkaw	Regional Manager(Northern Region)	15%	1,2,3	Ensure that focal NGOs and district and regional partners perform their roles
Mukaila Adamu	Regional Manager (Upper West)	15%	1,2,3	Ensure that focal NGOs and district and regional partners perform their roles
Eugene Yirbour	Regional Manager (Upper East)	15%	1,2,3	Ensure that focal NGOs and district and regional partners perform their roles
Ramana Shareef	Communications Officer	15%	1,2,3	Coordinate media partners
Sandra Kwabea Sarkwah	Project Officer Accra	20%	1,2	Policy literacy, monitoring and dialogue activities
Jonathan Derry	Project Officer Northern Region	20%	1,2	Policy literacy, monitoring and dialogue activities
Rita Mends	Human Resource Officer	10%	1	Human resource management
Josephine Adjei-Djan	Regional Account Officer	10%	1	Accounting and accountability notice board
Anne Lewis-Sortie	Regional Account Officer	10%	1	Accounting and accountability notice board
Amatu Laahi Issah	Regional Account Officer	10%	1	Accounting and accountability notice board
Baba Tanko	Regional Account Officer	10%	1	Accounting and accountability notice board
Mariam Gambi	Regional Administrative Officer	10%	1	Responsible for consumables
Anita Ayingayure	Regional Administrative Officer	10%	1	Responsible for consumables
Lydia Azongo	Regional Administrative Officer	10%	1	Responsible for consumables

Ebenezer Offei Ansah	Regional Operations Officers	20%	1	Logistics
Patranwura Imoro	Regional Operations Officers	20%	1	Logistics
Bukari Siedu	Regional Operation Officer	20%	1	Logistics
Adamu Karim Vasco	Regional Operations Officers	20%	1	Logistics
Yakubu Iddrisu	Regional Operations Officers	20%	1	Logistics
Mark Kofi Bow	Regional Security Officers	20%	1	Security
Andrew Nana Yaw Yankson	Regional Security Officers	20%	1	Security
Seidu Mahama	Regional Security Officers	20%	1	Security
Baba Tanko	Regional Security Officers	20%	1	Security
Dr. Nancy Drost	Technical Advisor SEND West Africa	150 days over 4 yrs	1,2,3	M&E, Learning, Manual Development
VOTO Mobil	On-line Platform Consultant	72 days over 3years	2	Web-site management
To be recruited through competitive bid	External Final Evaluator	25 days	1,2,3,	End-of-project evaluation
<i>[Add rows as needed]</i>				

***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.)
- 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:

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- 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.