Part 2: Main Application Form

Instructions

➢ **GPSA requires that all grant applications be submitted using an online electronic platform. <u>Part 1: Proposal Basic Information</u> must be filled out in the online platform. <u>Part 2: Main Application</u> must be completed using this form, and uploaded in the "Attach Files" section of the platform. <u>Part 3: Proposal Budget</u> 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 <u>before</u> 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. <u>Do not change the formatting of this application form.</u>**

➢ **You may contact the GPSA Helpdesk at gpsa@worldbank.org for questions about the grant application process.**

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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 problem:

Tunisians are struggling to install democratic governance and to restore social accountability since January 2011. People's demands are strong and pressing while the state is weak and unable to respond efficiently. The government lacks the mechanisms to listen to citizens demands while the civil society lacks the capacity to assess the situation and to act on a large scale. As a result, workers strikes are in the thousands per year increasing social and economic tensions nationwide.

(b) Our proposition:

Since UGTT is the largest CSO in Tunisia, (750 000 members) with a presence in all 24 governorates and all 264 districts, we propose to create a national structure to monitor public service in two pilot sectors, health and education, and to advocate budget and policy reforms locally and nationally.

In addition of our members presence in thousands of public institutions in these sectors, we aim to directly reach millions of citizens through ICT (Internet + SMS).

The tunisian government recognizes the importance of UGTT. In 2012, UGTT, Tunisian Union of Industry, Commerce and Crafts (UTICA) and the governement have signed the "Social Contract" offering a formal framework to institutionalize the dialogue between the three parties.

Our goal is to create a civil force who could rationnaly assess the public service quality and aggreagte citizens feedback to close the loop of social accountability between government and citizens

The expected results of this program are: (a) public service evaluation by citizens, (2) research and analysis, (3) budget recommendations and public investment priorities, (4) policy reforms and proposals, and generally restore citizens' trust in government.

The program will also enforce the capacity of UGTT and its CSO partners (mentees) in public governance, civil participation and foster constructive engagement for solving governance and development challenges

(c) Target population [1]

The network will directly reach the majority of tunisian citizens, except a very small fraction that do not use public health facilities and public schools.

The target includes poor and extreme poor population in urban cities and in small non urban regions. Women and children are also among the target population, respectively 50% and 23.5%.

(d) Geographical scope [2]

Tunisia has a population of 11 millions living in 24 governorates divided in 264 dictrics.

Our program will target ALL the public institutions (+8000) as follows :

Health : Hospitals (174), Basic health centers (2091)

Education : Regional delegations (25), Regional centers of professional developement (24), Secondary schools and colleges (1475), Primary schools (4530), Universities (13), Research & Higher Education Units (194), Service Units (6), Research centers (11)

1. Source: http://www.ins.nat.tn/indexen.php
2. Source: http://www.edunet.tn/index.php?id=380&lan=3, http://www.santetunisie.rns.tn/en/

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?

(a) Public sector institutions that will use our feedback are :
- 3 Sectors Ministries (Ministry of Health, Ministry of Higher Education and Research, Ministry of Education) are responsible for drafting their own budget in accordance to current laws
- Ministry of finance is responsible of aggregating ministries budgets and equilibrating the balances,
- Presidency of the government is responsible of coordinating, validating and proposing the budget and new policies to the parliament
    - Public Audit court is responsible of auditing the budget execution and evaluating the results
- National Assembly (Parliament) discusses and votes the finance and budget laws
    - Specilized commitees within the parliament are responsible of discussing and proposing specific laws before being proposed to the plenary session. Commitees organize hearings of experts and CSOs
        - Finance, planning and development committee
        - Education committee
        - Administration reform and anti corruption committee
- Regional delegations of Health and Education are responsible of regional budgeting and execution
- Local public health and education institutions (+8000) are responsible of exectuing the budget and providing the public service to the citizens

(b) We will incentivize the public institutions through two means:

(1) by publishing and disseminating the information gathered from our monitoring network and from citizens: Civil Society, Media and in general, public opinion, are key factors in pushing the government into action. We expect the yearly report and recommendations will be a major document that should impact both public opinion and public policy.

(2) by rewarding best public institutions performers in an annual award event: We believe positive rewards will help Social accountability to become a culture, a tradition and a national practise.

(b) Collaboration with public institutions:

1-UGTT has continious ongoing talks with the government. We will discuss the findings of our studies to advocate and negotiate certain reforms with the relevant ministries and presidency of the governement.

2-In addition to our annual report, we plan to send regular monthly reports (by email alerts and online notifications) to local public institutions with feedback and insights from citizens.

The Information System platfom will play a key role in achieving high scalability while minimizing manual intervention. For example, the platform software will be responsible of collecting feedback, categorize by type (question, complaint, suggestion, etc), categorize it by topic (quality of service reporting, corruption cases, service availability, etc.). The platform is also responsible on routing the feedback to the relevant public intitution through available channels (emails, fax, letters, printed reports, etc.).

We will also offer direct access to the platform, to public institutions who wish to visually analyse the feedback of citizens, and who wish to directly engage with online citizens.

3-We will lobby with the parliament commitees to share the data and insights we gathered and recommendations we have aggregated.

3. **What is the social accountability approach[3] 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?

(a) We will use multiple complementary methods and processes to generate feedback, as follows:
- Communications and media work : through yearly conferences and awards ceremonies, PR efforts and press conferences
- Research and data analysis: we are hiring 6 experts in education, health, budget and datamining to analyse the data, evaluate the results and provide recommendations
- Negotiation and consensus-building: we are organizing 6 yearly regional conferences for our coordinators to evaluate the results region by region and build consensus on priorities and recommendations
- Use of ICTs for gathering and organizing citizens' feedback : we are building an online platform for budget tracking in 8000 public institutions and to organize the collecting of data and feedback from our thousands of correspondants and our 24 CSOs mentees partners. Moreover, the platform will be available also for citizens through web and SMS channels to provide their feedback.
  The ICT component is critical to scale the project to thousands of active correspondants and potentially hundreds of thousands (if not millions) of netizens. The platform will host a large database with detailed budget information, sliced to the individual public institution and individual investment item, directories of thousands of institutions and contact persons, potentially hundreds of thousands (if not millions) of citizen feedbacks.
  A typical use of the platform by citizens would be as follows:
  The citizen visits a public institution (a hospital or a school), will see a banner advertising the online feedback platofrm inviting him to post his own feedback about the service he is getting from the institution, and to interact with other local citizens in his area about the same institutions (other students, patients ot their families). To post an instant feedback, he would be invited to text his request or complaint to a special short number through SMS, with a unique code of that public institution. He would also see the contacts for our local correspondant if he wishes to transmit more immediate and/or complex feedback.
  Automation of the processes will be a major characteristic of the platform, especially for categorization, routing, automatic reminders and alerts to the network members, automatic reporting and data analysis.

(b) We believe the approach will work because of many factors:
  (1) Our network members are already engaged in Unions and their sense of civic engagement is higher than average citizens
  (2) The organisation of thousands of correspondants will create a community of change agents, that will have a virtual home to coordinate, to share challenges and successes and will provide a sense of fullfillment to these members. We think this scale is achievable only by heavily relying on ICT.
  (3) We are planning to cover basic transport and communication costs to our coordinators to lower the barrier for action, in addition to equipping our top 24 coordinators with modern laptops.
  (4) The broad geographical scope and reach of our project will increase its impact in the eyes of all the stakeholders, including citizens.

(c) Our organisation aims to replicate the success of this project in other areas of social accountability of public institutions. Through the project, we will acquire knowledge, information systems, processes, and human resources to continue running the program with our own resources.
  The current program is less than 5% of our annual budget and we think after 3 years of bootstrapping it, the cost will come down dramatically. The information system will be a valuable resource which cost would have been amortized, and the training of the network members, would have resulted in mature processes within the organization and the external stakeholders.

(d) We are planning to run the project nationwide in all 24 governorates and 264 districts (100% coverage area)

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.

UGTT has formal and informal relationships with CSOs working on topics of social accountability, transparency, anti corruption, regional development and employment, etc.

We plan to engage with national and regional CSOs by identifying 24 mentees CSOs (one in each governorate) to work on local citizens demands and feedbacks outside of public insititutions.

We will hire these CSOs through public calls for proposals, with two years contracts.

Each CSO will be responsible of surveying a panel of citizens about the quality of service they are getting from public institution (in health & education).

The survey results will be aggregated and included with other direct feedback collected through Internet, social media and SMS text messaging from citizens.

Our secondary goal is to help small and nascent local CSOs to emerge and to build their capacities in civil work.

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]

Our members are before all "citizens" and represent almost 30% of the national work force[1]. As a labour union, our culture is rooted in organizing workers to create a more balanced relationship with employers.

In a post-revolution country, where the state is still the largest employer, and the UGTT the largest CSO, it makes sense to push the boundary of our scope towards social accountability of public institutions.

UGTT has historically been a major counterpart of the state regarding social dialog and social negotiations and has signed the "Social contrat" with the tunisian government in 2012. We aim to foster a new climate of institutional governance through cooperation as opposed to confrontation.

1. Source: http://www.ins.nat.tn/indexen.php

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".

The proposal will include a major component for training hunderds of corresponsdants in 264 districts and +8000 institutions.

There are 3 categories of trainees :

1-Regional govenorate coordinators (24) :

2-District coordinators (264)

3-local correspondants (+8000)

All trainees will learn how to read and decode budget information, understand budgeting process, how to collect information from administration and from citizens and how to use the information system.

Specific training will be provided to the coordinators about the recruiting of other coordinators and correspondants inside the organization (UGTT)

The whole project will increase the connectedness of the organization, and the effectiveness of a nationally distributed and organized long term work.

The information system will be the backbone of the social accountability process, with an active and trained community.

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

Area/Component 1	Information gathering
Activities	1. Building information platform and website 2. Setting up SMS platform 3. Recruiting and training a network of +8000 correpondants 4. Mapping public institutions 5. Gathering and structuring budget information 6. Gathering local information and feedback from correspondants 7. Hiring 24 local CSOs for Citizen National Survey 8. Running Citizen National Survey
Outputs[8]	1-Public institution directory and map 2-Budget database 3-Correpondants directory 4-Budget execution database 5-complaints and suggestions database
(Intermediate) Outcomes[9]	1-A network of correpondants is created to collect information about public investments and public service quality in +8000 institutions 2-Citizens are aware of the SAcc program and are using the internet + SMS platforms 3-A database & map of national public service quality is available

Area/Component 2	Closing the loop with public institutions
Activities	1. Sharing complaints and suggestions with local public institutions 2. Analysis and publishing of collected data and editing of study and reporting 3. Marketing efforts of the results with national public institutions through meetings, media and conferences and awards ceremony 4. Lobbying for reforms with parliament
Outputs	1. Online public content of citizen complaints and suggestions in +8000 local institutions 2. Media campaigns, conferences and awards ceremonies 3. Yearly study, report and recommendations

(Intermediate) Outcomes	1. Local public institutions are receiving citizen feedback 2. National public institutions are recieving analyses, recommendations and budget reform suggestions 3. Parliament members are receiving health, education and budget reform proposals
Area/Component 3 Knowledge and Learning (K&L)[10]	**[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.]**
Activities	1. Training of 24+264 coordinators (One time) 2. Managing an online community of practise for coordinators, correspondants and mentees CSOs 3. Technical assistance for network members 4. 6 Regional conferences /year
Outputs	1. Trained 24+264 coordinators and +8000 correspondants 2. Online Centralized material about SAcc, its best practises, success stories, tutorials and FAQs etc.
(Intermediate) Outcomes	1. The network is armed with required knowledge and tools 2. The network is producing new knowledge about SAcc best practises
Add additional areas/components (max. 2)	

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: Information gathering											
Building information platform and website		▓									
Setting up SMS platform		▓									
Recruiting and training a network of +8000 correpondants	Correpondants directory	▓	▓								
Mapping public institutions	Public institution directory and map	▓									
Gathering local information from correpondants	-Complaints and suggestions database -Budget execution database			▓	▓		▓				
Hiring 24 local CSOs for Citizen National Survey	-Network of partners in 24 governorates		▓								
Running Citizen National Survey.	-Citizens complaints and suggestions database				▓		▓				
Milestones[14] *[List milestones in this column. Add rows as needed] Shade cells to indicate milestone achievement estimated timeframe.*											
➢ **All the data gathering processes are operational**			▓								
➢ **First Cycle completed nationally**					▓						
➢ **Second cycle completed nationally**							▓				
Component 2: Closing the loop with public institutions											
Sharing complaints and suggestions with local public institutions and conferences and awards ceremony	Online public content of citizen complaints and suggestions in +8000 local institutions Local public institutions are receiving citizen feedback		▓	▓	▓	▓	▓				
Analysis and publishing of collected data and editing of study and reporting	Yearly study, report and recommendations		▓		▓		▓				
Marketing efforts of the results with national public institutions through media and conferences and awards ceremony	Meetings, media campaigns, conferences and awards ceremonies		▓		▓		▓				
Lobbying for reforms with government and parliament	National public institutions are recieving analyses, recommendations and budget reform suggestions		▓		▓		▓				

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
Milestones			▓		▓		▓				
First feedback cycle completed through all channels			▓		▓		▓				
Second feedback cycle completed through all channels											
Component 3:K&L											
Training of 24+264 coordinators (One time)	Trained 24+264 coordinators and +8000 correspondants		▓								
Managing an online community of practise for coordinators, correspondants and mentees CSOs	Online Centralized material about SAcc, its best practises, success stories, tutorials and FAQs etc. The network is armed with required knowledge and tools		▓	▓	▓	▓	▓				
6 Regional conferences /year	The network is producing new knowledge about SAcc best practises		▓		▓		▓				
Milestones			▓								
End of training of the network members					▓						
Maturity of the online community of practise							▓				
Maturity of the whole project											

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. If you have already prepared a logframe or results framework for the proposal, please include it here. In either case, you may format the answer as a table, if you prefer so.
(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.

(a) Our most critical success indicators are:
- The quantity and quality of data collected
- The willingness of citizens to report their feedback through our channels
- The willingness of public institutions to listen to our feedback, and to act on them
- The willingness of the government to listen to our feedback, and to act on them
- The willingness of the parliament to listen to our feedback, and to act on them

(b) Our main KPIs will be directly derived from our information system. They are:

What we monitor

- Number of public institutions being monitored

- Percentage of population getting services from monitored (vs non monitored) institutions

- Total state budget being monitored

Who does the monitoring

- Number of trained monitoring agents

- Number of monitoring reports collected per year

- Number of citizen submissions collected

Our impact
- Proposals and recommendations submitted to governement and public institutions
- Media coverage

(c) We plan to publish yearly evaluation of the results of collected data from our 3 types of sources (coordinators and correspondants, partner CSOs and citizens). In addition to that, we internally provide an evaluation of the project (performance, technical and financial results and impact) to our board at the end of every year.

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.

(a) We have already identified our project manager M. Ridha Bouzriba, who is a veteran labour union member with more than 35 years of experience in civil society and leadership positions. He is a former member of th board of UGTT and has a deep knowledge of the complex structure of the union. He is also

very well connected to the regional offices and their staff and this will facilitate building a national network of 24+264+8000 agents.

The project manager will hire its team from inside and outside the organisation, based on their skills and motivation.

We also plan to hire external consultants as domain experts through a consultation. With the exception of the budget Expert, whom we ave already identified from previous collaboration on the Budget Survey

(b) The 24 CSOs mentees partners will be in charge of collecting sample citizens feedback and answers to a questionnaire, outside of public institutions. Every local CSO will be in contact with the regional coordinator, and will be using the online platform for follow up, data entry and community interaction.

10.1 Please fill out the table below:

Team member name*1	Position	Time devoted to Project*2	Project Components	Project Main Responsibilities
M. Ridha Bouzriba	Project Manager	Full-time Personnel Full project duration	Component 1	▪ Overall Project coordination ▪ Supervise Project team's performance ▪ Lead periodic strategic planning team meetings and approve adjustments to Project's flow ▪ Hiring the core team (staff) ▪ Hiring the consultants and consulting firms ▪ Obtaining and realizing budget mapping and institution mapping
			Component 2	▪ Main Project contact with state and non-state actors ▪ Organize events, conferences and meetings
			Component 3	▪ Oversight
Program manager asssitant	To be hired	Full-time Personnel Full project duration	Component 1,2,3	▪ Assisting the project mamager in all tasks
IT specialist	To be hired	Full-time Personnel Full project duration	Component 1	▪ Ensuring the availability of the information system and technology infrastructure ▪ Providing support to the members network
Community manager	To be hired	Full-time Personnel Full project duration	Component 1,3	▪ Managing the online and offline community of coordinators and correspondants and netizens ▪ Moderating the online content ▪ Curating and publishing resources and knwoledge
Secretary	To be hired	Full-time Personnel Full project duration	Component 1,2,3	▪ Handling input communications ▪ Follow up administrative tasks and expenses
Accountant	To be hired	Part time personnel Full project duration	Component 1,2,3	▪ Accounting
Karim Trabelsi	Budget expert	20 days of work x 3 years	Component 1	▪ Budget analysis ▪ Recommendations
Health Expert	To be hired	20 days of work x 3 years	Component 1	▪ Health Budget analysis ▪ Feedback analysis ▪ Recommendations
Education Expert	To be hired	20 days of work x 3 years	Component 1	▪ Education Budget analysis ▪ Feedback analysis ▪ Recommendations
Datamining Expert	To be hired	20 days of work x 3 years	Component 1	▪ Data analysis ▪ Data visualizations
IT consulting firm 1	Information system & website provider	Contractor	Component 1	▪ Setting up information system, and website, including design, development, deployment, training ans support

IT consulting firm 2	SMS platform provider	Contractor	Component 1	▪ Setting up SMS platform, including design, development, deployment, training ans support

*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, monitoring the procurement of inputs and the execution of contracts, 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 public budget 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 from data that is proactively made available to the public and 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 in 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 (or in a concerted manner) 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 development that will ensure the organization's 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 (especially its plans to build in-house social accountability capacities) to the organization's current state of development, by explicitly addressing any efforts to strengthen its internal governance and management processes.

[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 8 and 9 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, or in project targets' level of functioning and performance; 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, that is, the order and linkages between proposed activities) 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 15 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:

   o 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?

   o How would we define progress as a result of the implementation of Action Plans agreed upon in the framework of a community scorecards process?

   o 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.