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GPSA

in Review



Collaborative Social Accountability for Development

2017 – 2020 | March 2021



The Global Partnership
for Social Accountability

GPSA

in Review

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As I write this, the COVID-19 pandemic is still taking a heavy toll on the health and welfare of billions of people, devastating economies, and worsening inequality around the world.

It is estimated that the pandemic will push between 119 million and 124 million people into extreme poverty. According to the latest World Bank forecasts, the global economy shrank by 5.2% in 2020, representing the deepest recession since the Second World War. Importantly, the pandemic exposes systemic policy flaws increasing social and economic inequality, and heightens the risks faced by the poorest populations who are often least able to afford adequate healthcare. This has major implications for poverty reduction and the journey to recovery and change will be long and hard.

The World Bank is providing up to US\$160 billion to over 100 developing countries – home to 70% of the world’s population - to help countries implement emergency health operations, protect the poorest households, save jobs and businesses, and get money to the people who need it most. COVID-19 vaccines, alongside widespread testing, improved treatment and strong health systems, are critical to economic recovery.

Addressing these challenges calls for ‘whole of society’ approaches that put people at the center, as well as intensified partnerships and coordinated support. Civil Society Organizations (CSOs) are indispensable to the success during the recovery, and their role has never been more critical as they are able to reach the most vulnerable populations. We at the World Bank greatly value our partnerships with CSOs whether they aim at strengthening our policies and improving our operations, or empowering citizens and promoting social accountability to improve performance and accountability of public institutions, and services.

The GPSA has led the way in showing how partnership with CSOs can lead to better policies and more responsive development, with examples spanning over 32 countries: more gender-inclusive local government budgets in [Bangladesh](#), inclusion of youth in policy dialogue in [Tajikistan](#), greater access to municipal services for host and refugee communities in Jordan, improved access to healthcare for marginalized communities in [the Democratic Republic of Congo](#), [Mozambique](#) and [Indonesia](#), better targeted and more accountable cash transfer programs in [Philippines](#) and [Paraguay](#), and, more responsive education budgets in [Moldova](#) and [Ghana](#) –to name but a few.

I am therefore excited that the GPSA is now a part of the Social Sustainability and Inclusion Global Practice. The Program is well positioned to contribute to the mission to help governments make development truly inclusive, accountable and sustainable, providing opportunities for all people to shape their own futures and have a meaningful voice in government. CSOs have a vital role in this, as so many work at the frontlines with marginalized and excluded populations and communities, to strengthen voice and help bridge accountability gaps.

I hope this “GPSA in Review” gives you a glimpse of the GPSA partners’ unique collaborative social accountability model, and how it is making a difference to development outcomes. Your own partnership and engagement have been essential to the success of the Program. I want to thank you, and to encourage you to continue to be a part of it, to contribute knowledge and lessons from your own work and to join in its learning activities.

Louise Cord

Global Director, Social Sustainability and Inclusion



Fifteen years ago, the World Development Report (WDR) “[Making Services Work for the Poor](#)”, put the spotlight on how citizens could be more actively involved in solving their social and economic problems and asserting their rights. Since then, civil society organizations - CSOs - have been at the forefront of experimenting to make public policies and their implementation truly respond to people’s real needs.

Since 2012, the Global Partnership for Social Accountability (GPSA) has provided close to 50 million dollars in flexible funding, as well as non-financial support to more than 50 civil society-led projects in 34 countries that in total engaged more than 200 CSOs as project partners. An important lesson from this is that social accountability is more likely to be effective and sustainable when it is not isolated from the public sector but working together with it and even helping to transform it.

In addition, we believe that collaboration is the most assured way to tackle problems that undermine the effectiveness of policies, programs and public services at all levels – at the frontline, at higher political levels, or the “middle,” where policy making and program planning provide opportunities to engage and influence decisions. Over time, we trust that with the benefit of joint experience, citizens, civil society, government, and development partners can adopt (or adapt) insights from collaborative processes and even expand them to engage more citizens in solving their problems.

We also recognize that for social accountability to accelerate positive outcomes in development, its programmatic work must be complemented with the work of others that bring different value to the social accountability practice.

This new vision of the GPSA’s work reflects collective learning at work – how we are evolving and becoming stronger as a social accountability field; one that can be integrated into broader efforts to make development deliver for all.

We are committed to put knowledge and learning at the center and will thus harness and indeed amplify the collective knowledge of over 300 or so diverse global partners. Together, we can increase recognition of collaborative social accountability and its value to governance and development.

The future of social accountability depends greatly on embracing the experimental and adaptive nature of our work. We need to keep trying and learning and making every effort to course-correct at project, program and field levels and to capture, disseminate and apply these lessons systematically. This is important to emphasize especially as we write the next chapter social accountability.

Let’s write that next chapter of social accountability together!

JEFF THINDWA
Program Manager

The Global Partnership for Social Accountability

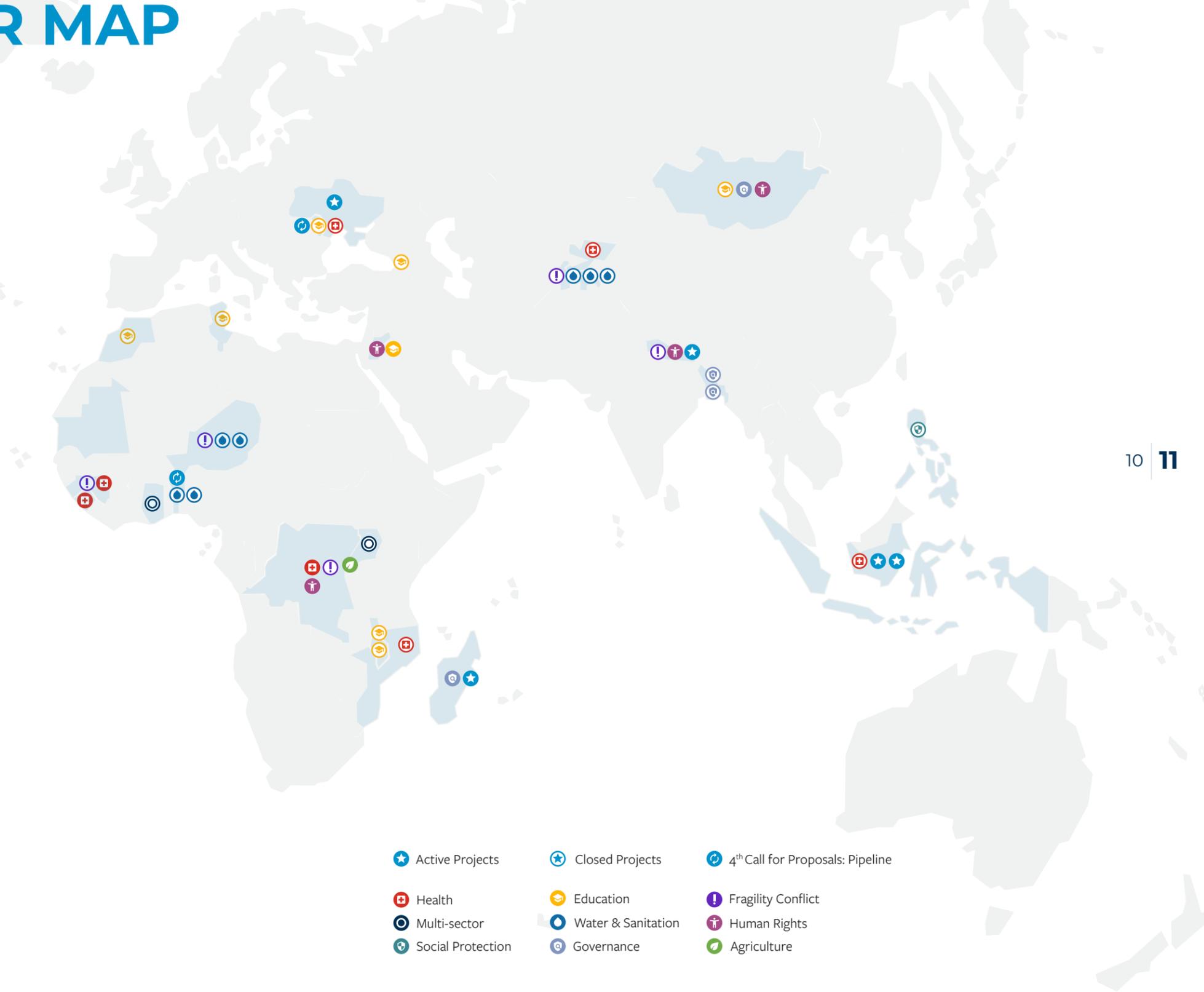
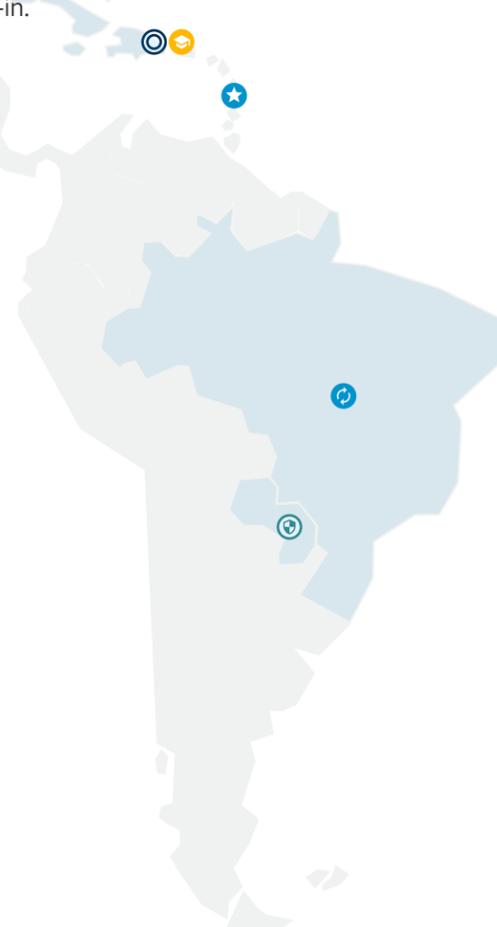


PROJECT SECTOR MAP

The GPSA has implemented a grant portfolio of 52 projects in 34 countries across all World Bank regions.

With the support of the World Bank and 13 donors, the GPSA has given over US\$48.5 million in grant support. The GPSA's active grants total US\$12.7 million, while three grants are under preparation in FY21 for a GPSA contribution of US\$1.5 million, and additional project partner donor contributions of US\$3.2million.

The GPSA makes grants available to CSOs only in countries where governments have consented to 'opt-in' to the Program. To date, 54 countries have opted-in.



- ★ Active Projects
- ⊙ Closed Projects
- ⚙️ 4th Call for Proposals: Pipeline
- ⚕️ Health
- 🎓 Education
- ⚠️ Fragility Conflict
- 🌐 Multi-sector
- 💧 Water & Sanitation
- ⚖️ Human Rights
- 🛡️ Social Protection
- 🏛️ Governance
- 🌱 Agriculture



GPSA NUMBERS

1,143,220
PEOPLE ENGAGED

in collaborative social accountability processes

2549 PUBLIC SERVICES
FACILITIES REACHED

1421 MUNICIPALITIES
COUNTIES
VILLAGES

Where collaborative social accountability processes have been implemented

47 TOTAL NUMBER
OF GRANTS

75 LOCAL
IMPLEMENTING
PARTNER CSOS

300+
GLOBAL PARTNERS

\$48M

IN FLEXIBLE FUNDING TO-DATE

\$750,000 AVERAGE
GRANT AMOUNT

3.8 Years AVERAGE
GRANT DURATION



Engaged in collaborative social accountability processes

1500+

APPLICATIONS
for funding received across
4 Global Call for Proposals

20+ GPSA PROJECTS INFLUENCING DESIGN
OR IMPLEMENTATION OF WB OPERATIONS

4500+ USERS OF THE GPSA'S
KNOWLEDGE PLATFORM



Collaborative Social Accountability

The Global Partnership for Social Accountability's (GPSA) theory of action describes the GPSA's role in contributing to change.

The theory of action of the Global Partnership for Social Accountability (GPSA) is to support a new generation of collaborative social accountability, understood as a process that engages citizens, civil society groups, and public-sector institutions in joint, iterative problem solving to improve service delivery and sector governance and foster public accountability.

The GPSA blends (i) flexible funding for civil society-led coalitions to work with governments to solve problems that local actors have prioritized with (ii) sustained non-financial support to meaningful engagements, including implementation support, capacity strengthening, facilitation, and brokering.

GPSA-supported coalitions develop capacities to engage meaningfully and collaboratively in policymaking, implementation, and service delivery processes.

Development partners, including World Bank country teams, help identify service delivery entry points that have windows of opportunity for social accountability to improve development outcomes. World Bank sector teams help open the door to engagement with governments by applying their experience and networks in sectoral reform efforts.

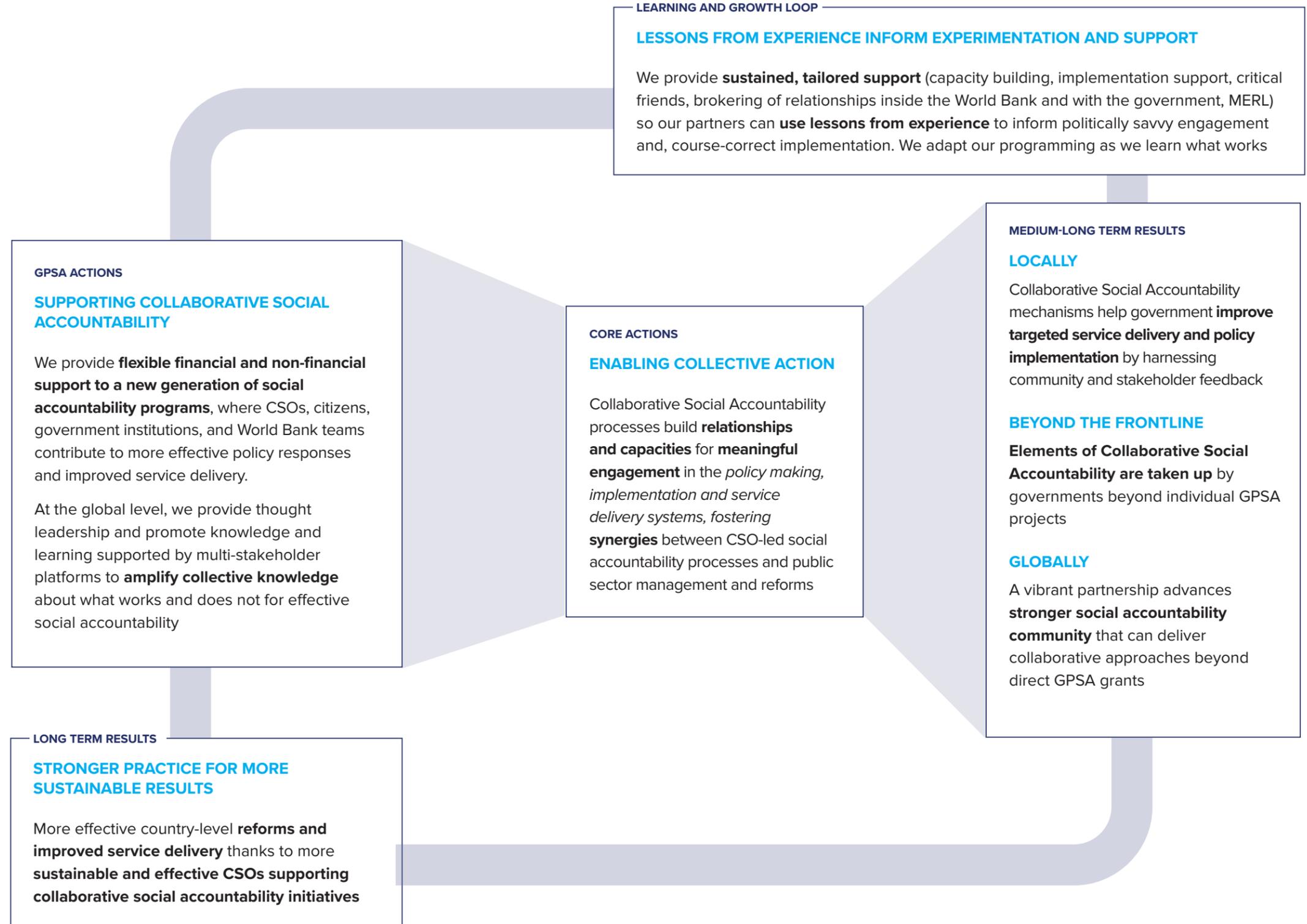
With this improved environment for engagement, civil society – working in coalitions - and together with governments, implement collaborative social accountability processes that, complement public management, service delivery chains, and country systems with community-driven and citizen-driven action. It is this joint action that leads to more effective and sustainable development policies and better outcomes.

The GPSA makes small experimental investments with the potential for scale-up and sustainability. When elements and lessons of collaborative social accountability processes inform and are taken up by governments beyond individual GPSA projects, the GPSA is successful. Over time, civil society, government, and development partners will seek to adapt insights from these processes. The goal is to have them sustained or scaled through programs or policies that can apply them in additional localities or sectors, of after the lifetime of the GPSA grant.

The GPSA also recognizes that its programmatic work must be complemented by investments in building the social accountability field. Using lessons from grant partners the GPSA contributes to a knowledge base about what works and what doesn't and help increase recognition of how collaborative social accountability improves governance and development.



GPSA THEORY OF ACTION





OUR GRANT-MAKING APPROACH

TAJIKISTAN

Improving Social Accountability in the Water Sector Through the Development of Quality Standards and Citizen Participation in Monitoring

In a first for Tajikistan's Water Supply and Sanitation sector, the project introduced the use of social accountability in improving water service delivery and adopted a gender sensitive approach to designing participatory processes

[more on page 19]

Water Supply and Sanitation

INDONESIA

Citizen Voice and Action for Government Accountability and Improved Services: Maternal, Newborn, Infant and Child Health Services

Collaborative Social Accountability processes strengthened health systems and influenced the behaviour of stakeholders by changing power relations in Indonesia's East Nusa Tenggara province

[more on page 15]

Health

GHANA

Making the Budget work for Ghana

Grant Partner SEND fostered constructive engagement between government and civil society to align on priorities and helped improve the design and allocation of sectoral budgets

[more on page 17]

Health

Education

Public Finance Management

The GPSA is a unique instrument of the World Bank for bridging state and civil society, whose collaboration can lead to better development outcomes. Its programmatic, flexible grants to CSOs for civil society-led efforts are generated from calls for proposals and supported by World Bank country and sector teams to build synergies with ongoing public-sector reforms.

The GPSA's grantmaking approach is to make small experimental investments with the potential for scale-up and sustainability. When elements and lessons of collaborative social accountability processes inform governments beyond individual GPSA projects, this is considered success.



INDONESIA

HEALTH

GRANT PARTNER
Wahana Visi Indonesia

MORE INFORMATION
bit.ly/3q9i6QC

Citizen Voice and Action for Government Accountability and Improved Services: Maternal, Newborn, Infant and Child Health Services

Collaborative social accountability processes strengthened health systems and influenced the behavior of stakeholders by changing power relations in Indonesia's East Nusa Tenggara province

The GPSA funded project implemented by grant partner, Wahana Visi, aimed to improve the quality and quantity of midwives and District Health Office's services for Maternal, New born, Child Health and Nutrition (MNCHN) in three districts of Indonesia's East Nusa Tenggara province.

Over its lifetime of four years, the project trained facilitators at the village level who then, with support from project staff, facilitated processes helped villagers and local staff to assess services against both official and villager-determined standards. Community scorecards were designed during the first year of the project in consultation with community members.

By using structured and transparent processes to organize collective opinion, the project changed power relations in the system and influenced the behavior of stakeholders. The evaluation showed what made collaborative social accountability processes work effectively, namely making the basis for decisions transparent, increasing the legitimacy of claims on the system through collective opinion, empowering women and bringing different types and levels of decision-makers into the process, among other factors.

The project's evaluation concluded that collaborative social accountability processes expanded the reach of the health system by including citizens and local governments that were previously excluded. The processes helped to align the different actors' priorities, resources, information flows, and interests across the system, and to strengthen relationships to ensure improved access and delivery of quality services at the local level. There was increased capacity for collaboration, as hostile confrontations gave way to respectful advocacy and cooperative actions. This helped to strengthen the health system, creating opportunity for government to take up these practices and scale them up at the program levels.

Photo: Artem Beliaikin



Improving Social Accountability in the Water Sector Through the Development of Quality Standards and Citizen Participation in Monitoring in Tajikistan

In a first for Tajikistan's Water Supply and Sanitation sector, the project introduced the use of social accountability in improving water service delivery and adopted a gender-sensitive approach to designing participatory processes

To improve service delivery in the water sector, Oxfam Tajikistan and the Tajikistan Consumers Union, GPSA grant partners, set up a monitoring system that involved community participation. This benefitted over 160,000 people in the five designated districts. The project also set up and trained Community Advisory Boards to become a citizen monitoring mechanism and developed service performance indicators through a multi-stakeholder process.

In some of the 9 districts of the project women and girls spent 4-6 hours a day fetching water with old infrastructure and low standards. The project created citizen-generated gender-sensitive service indicators which informed performance standards for the water regulator and water service providers. This was complemented with the use of female trainers and increasing women's membership and leadership of the Community Advisory Boards. These were credited for strengthening the 'human connection' between water service providers and consumers. Better quality water service became available to more women, when and where they need it. The project set up a complaints mechanism that increased the capacity to identify and resolve problems identified by the community. Citizens' trust in the water provider grew, and in one district water service fee collection rose from 70% to 85%, enabling new investments and improvements to the service.

Importantly, the Government of Tajikistan used the project's model to introduce social accountability mechanisms for water supply and sanitation services in other parts of the country. The World Health Organization developed a water safety plan and used indicators developed in this project, while Oxfam also used the model in other water supply and sanitation projects across the country.

Photo: unknown

TAJIKISTAN

WATER SUPPLY AND SANITATION

GRANT PARTNER
Oxfam Tajikistan

MORE INFORMATION
bit.ly/2xxtmu0



GHANA

HEALTH, EDUCATION, PUBLIC FINANCE MANAGEMENT

GRANT PARTNER
SEND-Ghana
MORE INFORMATION
bit.ly/39qqEM3

Making the Budget work for Ghana

GPSA grant partner SEND-Ghana facilitated collaboration of government and civil society to align on priorities and improve the design and allocation of sectoral budgets

SEND-Ghana worked in 30 districts with an aim to improve access and quality of services in the health and education sector by strengthening accountability and transparency in the budget process. Other project goals were to create awareness and capacity for budget analysis among citizens, increasing citizen participation in the budget process, and improving the alignment between citizen priorities and economic policy.

Working with partner CSOs and government counterparts, SEND-Ghana led development of the “Citizens’ Budget” using a participatory process for citizen feedback. The process makes the national budget more accessible to ordinary citizens and better align public resources to their needs. Feedback was gathered at the national and subnational level. At the national level the focus was on specific budget and service delivery issues, ensuring effective coordination across government ministries. At the local level it focused on responsiveness of the district authorities. An existing grassroots coalition of public sector and civil society stakeholders also fed into the process feedback gathered periodically from 4 of the country’s 10 provinces.

SEND presented the results of the Citizens’ Budget process to the ministries of Health and Finance. This became input to the government’s 2019 budget. This project demonstrated how successful linking of citizen engagement in public financial management with health system actors can help to strengthen the design of policies and programs, taking to account budgetary constraints.

Photo: Nana O



CSOs contribute to building **COVID resilient communities**



GPSA grant partners are engaged at the frontlines of the COVID-19 pandemic response, working in partnership with public sector to mitigate the spread and effects of COVID-19, ensure quality of interventions and contribute to transparency and accountability of funds.

Sierra Leone’s Institute for Governance Reform (IGR) a GPSA grant partner, is measuring community understanding of COVID-19, perceptions of how to prevent spread, and prevalence of misinformation across every district in the country to promote awareness and change behavior. The GPSA is assisting IGR to conduct a national Service Delivery Index on education and health services with COVID-19 indicators to engage policymakers on reforms.

In Tajikistan the GPSA is supporting CSO-led third party monitoring (TPM) to improve

accountability and performance of a World Bank funded COVID-19 operation. The participatory Third-Party Monitoring project will engage local communities and civil society organizations and provide independent verification to complement supply side monitoring activities processes and World Bank supervision. It will seek to verify the flow of funds with the delivery of goods and services under the main project.

SEND - Ghana mobilized over 300 CSOs across the country to monitor the government’s pandemic-related interventions and provide real-time feedback through an online platform for coordinating CSO efforts. SEND-Ghana and partners are also monitoring the government’s use of COVID-19 funds to increase accountability, while helping to address

disinformation, using different tools as well as local languages.

In Paraguay, CIRD (Centro de Información y Recursos para el Desarrollo) is managing a web platform that provides public information about the donations received by government, and public procurement processes for use of these funds, and their distribution. CIRD is also facilitating a structured virtual feedback process to gather civil society feedback on the “investment map”, and the “COVID module”. This online map, supported by the Inter-American Investment Bank, tracks the government’s public budget expenditures in a user-friendly format, including spending on programs, contracts, and subsidies.

In the DRC, GPSA grant partner CORDAID in partnership with Health Development

Photo: Henitsoa Rafalia

Committees is providing health kits to vulnerable population surrounding health clinics, prioritizing and solving medical supply shortages and bottlenecks, and engaging in community resilience activities in response to the pandemic.

In the Dominican Republic, GPSA grant partner Vision Mundial has created a survey for school communities (directors, staff, parents and students) to collect feedback on the distribution of food kits, the status of distant learning, and the degree of “activation” of Parent Teacher Associations. They have also created videos to assist parents manage home schooling. These results will assist in targeting interventions to strengthen school-level participatory mechanisms



Photo: Allison Kwesell / World Bank



More Effective Civil Society Organizations

The GPSA supports its grant partners by investing in their capacity building and supporting them in implementation, to ensure effectiveness and sustainability beyond the life of the grant. Through facilitation and brokering, the GPSA promotes meaningful engagement between government counterparts, World Bank sector task team leaders and CSOs for joint problem solving. With GPSA and World Bank support, CSOs have improved capacity to engage meaningfully in policy making and implementation to strengthen social

risk management and close service gaps for vulnerable populations.

The GPSA provides technical assistance to CSOs for strategic and adaptive project management and learning.

- ▶ This past year, the GPSA provided advice to grant partners from its third and fourth calls for proposals to adjust operational plans to respond to changing contexts, while all projects continue to adapt their activities to respond to the COVID-19 pandemic.

- ▶ GPSA partners in Sierra Leone, the Institute for Governance Reform are measuring community understanding of COVID, perceptions of how to prevent spread, and prevalence of misinformation across every district in the country to promote awareness. SEND-Ghana and its partners are helping hundreds of NGOs across the country monitor the government's pandemic-related interventions and provide real-time feedback through an online platform for coordinating CSO efforts.

The GPSA worked intensively with World Bank country teams and grant partners from the fourth call for proposals to identify the most promising pathways to scale including through WB operations.

- ▶ The upcoming Madagascar project will collaborate with the World Bank's health operations in strengthening capacities of municipalities and monitor the decentralization of health budgets, with an eye on uptake and scaling of social accountability practices.
- ▶ The Sierra Leone project is mobilizing local media to sensitize the population on COVID-19, collaborating with the World Bank's operation that employs participatory budgeting in education and health sectors.

- ▶ A new GPSA social accountability initiative in collaboration with the Human Rights, Inclusion and Empowerment Trust Fund in Jordan is seeking to achieve scale of inclusive grievance redress systems through a World Bank funded operation on strengthening municipal services and social resilience.

The GPSA provides technical assistance to CSO grant partners to build coalitions for reform:

- ▶ In Madagascar, Mauritania, and Rwanda, grant partners are supporting multi-stakeholder committees to increase social inclusion and to improve education, health and agriculture services.
- ▶ In the Dominican Republic and Guinea, grant partners are co-creating solutions with central and regional governments and monitoring the response to COVID-19 crisis.

The GPSA supports monitoring and evaluation of all grant projects to support implementation and inform learning and course correction. Knowledge from monitoring and evaluation also informs tailored support to specific grants, overall portfolio performance, and investment strategies.

- ▶ The GPSA is invested in developing operationally relevant frameworks about collaborative social accountability and how it is scaled up in different sectors and contexts.



KYRGYZ REPUBLIC

HEALTH

GRANT PARTNER
**Development Policy
Institute (DPI)**

MORE INFORMATION
bit.ly/3i2moXj

Voice of Village Health Committees and Social Accountability of Local Self Government Bodies on Health Determinants of Rural Communities of Kyrgyzstan

GPSA supported grant partner Development Policy Institute in building capacity to empower citizens in selected villages of Kyrgyz Republic to engage in joint problem-solving with Local Self Governments.

The Development Policy Institute and the Association of Village Health Committees worked together to empower citizens and public officials to engage in joint problem-solving to improve health determinants in 25 villages in the Kyrgyz Republic. This project supported Village Health Committees in rural areas to engage with local government officials to monitor and improve budget allocations for resources that affect health.

Village Health Committees used Participatory Rural Assessment to identify and prioritize communities' problems. The Committees later developed joint action plans which included consultations with Local Self Governments to solve problems.

As a result of the project, the Committees and local governments changed their behavior, attitude and skills to embrace joint problem-solving. Eighty-seven percent of the problems identified with the delivery of health service determinants were addressed jointly by Local Self-Government bodies and local communities. A local policy themed "My aimak – healthy aimak" was developed with the participation of the community and later became a part of the government's Social and Economic Development Plan.

Photo: Nick van Praag



MONGOLIA

EDUCATION

GRANT PARTNER
Globe International Center

MORE INFORMATION
bit.ly/3sfoHLa

Transparency and Accountability in Mongolian Education (TAME) Project

The project linked communities to decision-makers and helped to address asymmetries of power - with the support of the GPSA, World Bank country dialogue, analytical and operational work, and empowered Parent Teacher Associations.

The Transparency and Accountability in Mongolian Education developed a locally relevant model to engage parents in schools' decision making in 28 schools, working through Parent Teacher Associations. This was a challenge particularly among rural herder parents. The PTAs were able to discuss difficult themes with school principals, such as the power wielded by teachers and school administrators versus parents, and how to avoid school governance serving only the interests of elites.

The PTAs were trained to apply social accountability tools to monitor school performance at the district level. They used a scorecard, which yielded data on parents' perceptions of their children's learning attitudes and performance.

Since 2017, civil society partners of the project have been working closely to formalize the role of PTAs in implementing school grants - now in 31 targeted schools (equivalent to about US\$ 2,000 each) during the 2019-2020 School Year.

The endorsement of the Ministry of Education allowed each PTA to better contribute to improving student learning outcomes at primary level, based on the grant proposals they had developed. The endorsement also enhanced PTAs' sense of ownership and accountability for their activities.

Importantly, the project's PTA component was integrated in the World Bank funded Education Quality Reform Project (EQRP), and the Education Ministry agreed to give grants to 28 PTAs under a restructured EQRP. That project will now harness the project's social accountability practices, facilitating parental engagement in schools at a much larger scale to improve school governance.

Photo: Adli Wahid



PURSUING **SCALE** AND **SUSTAINABILITY**

DOMINICAN REPUBLIC

Good Governance Practices for the Dominican Republic Project

GPSA's technical support assisted multi-stakeholder initiatives in adapting to challenges in context while building positive synergies with existing public sector efforts to improve learning outcomes in the Dominican Republic

[more on page 35]

Education

BENIN

Social Accountability for Nutrition and Early Childhood Services

[more on page 37]

Biodiversity Conservation

CARIBBEAN

Collaborative Social Accountability for Improved Governance in Protecting Biodiversity Hotspots Project

[more on page 39]

Biodiversity Conservation

INDONESIA

Citizen Monitoring for Transparency and Accountability of Licensing and Revenue Management in Mining Sector

[more on page 41]

Extractives

A key lesson for GPSA from working with CSOs is that social accountability is more likely to be effective and scalable when it complements broader government policy and programs, including service delivery systems.

Yet this depends on a conducive environment for the work of civil society coalitions to join up with the public sector. This can enable civil society to generate and indeed access government-held information and knowledge. Joint action of civil society and government also help to strengthen the legitimacy of government measures, of social accountability and can drive more sustainable development policies and results.

Hence, the fourth cycle of GPSA projects are increasingly seeking to foster greater integration of collaborative social accountability into public sector reform efforts.



Good Governance Practices for the Dominican Republic Project

DOMINICAN REPUBLIC

EDUCATION

GRANT PARTNER
Fundacion Intermon Oxfam

MORE INFORMATION
bit.ly/3bw16C1

GPSA's technical support assisted multi-stakeholder initiatives in adapting to challenges in context while building positive synergies with existing public sector efforts to improve learning outcomes in the Dominican Republic.

The GPSA grant to Fundacion Intermon Oxfam supported transparency of national budget and public expenditure in the education sector through a series of social accountability processes.

Previously, there had been challenges in coordination among civil society stakeholders, and weak CSO engagement with education authorities. Oxfam therefore adapted the project mid-stream to address this. It redesigned and revamped civil society coordination, strengthening relationships with new partners to the coalition who had been left out of the coordination. It also created mechanisms for systematic engagement with state actors, including a new focus on the subnational level where specific sectoral problems needed to be addressed.

The project started as a tool-based transparency and social accountability intervention isolated from policymaking, and evolved into collaborative, problem-solving social accountability approaches that were integrated into the [Dominican Republic's education policy arena](#).

It produced lessons that are informing a new iteration of GPSA-World Bank support to civil society engagement in the education sector. These include the importance of leveraging the World Bank and other development partners' operations to integrate complementary citizen-led reform efforts.

Photo: Tyler Lagalo



Social Accountability for Nutrition and Early Childhood Services

BENIN

HEALTH

GRANT PARTNER
CARE Benin

| PIPELINE PROJECT

Objective

The project, co-funded by the GPSA (US\$500,000) and Swiss Agency for Development and Cooperation (US\$500,000) aims to improve transparency, accountability and responsiveness for nutrition and early childhood services for children 0-12 years.

It will employ a threefold approach: first, developing a capacity development model to increase civil society-government capacities for joint monitoring and problem-solving with an eye on nutrition outcomes; second, developing, testing, and iterating monitoring and collaborative social accountability mechanisms for nutrition.; and, third, producing adaptive learning from practice.

Photo: Joseph Keyser



Collaborative Social Accountability for Improved Governance in Protecting Biodiversity Hotspots Project

CARIBBEAN

BIODIVERSITY CONSERVATION

GRANT PARTNER
INTEC - IHO

Objective

The project, co-funded with US\$ 500,000 from the Critical Ecosystem Partnership Fund aims to improve biodiversity conservation in biodiversity hotspots located in five Caribbean countries (Dominican Republic, Antigua and Barbuda with adaptive replication in Jamaica and Saint Lucia) using collaborative social accountability mechanisms involving governments, citizens and CSOs.

It will likewise do the following:

- ▶ Developing, testing, and iterating collaborative social accountability mechanisms and processes for protecting biodiversity hotspots
- ▶ Developing and iterating a capacity development model to increase civil society-government capacities for joint monitoring and problem-solving
- ▶ Producing adaptive learning from practice

Photo: Ben White



Citizen Monitoring for Transparency and Accountability of Licensing and Revenue Management in Mining Sector

INDONESIA

MINING

GRANT PARTNER
Publish What You Pay

MORE INFORMATION
bit.ly/3q9i6QC

Objective

The project, funded by the Extractives Global Programmatic Support Multi-Donor Trust Fund of the World Bank, will contribute to improving governance in the mining sector at the subnational level in selected provinces of Indonesia through collaborative social accountability mechanisms.

These processes will ensure more transparency and effective citizen oversight of mining licensing, allocation and use of associated revenues and environmental enforcement. This will inform multi-stakeholder dialogues, giving voice to mining-affected communities, and feed into policy level dialogue on revenue management priorities. This will ensure that the residents can benefit from the mining activities and revenues. The project will invest in capacity strengthening of stakeholders such as CSOs, community-based organizations and relevant government authorities for collaboration, and to access and use information on mineral licensing and revenue management systems for accountability purposes.

Photo: Yannis H.



A NEW PATH TO SCALE

MOLDOVA

“My School” - Empowered Citizens Enhancing Accountability of the Education Reform and Quality of Education

GPSA grant partner Expert-Grup and its local partners worked to improve the education decentralization reform. The project used participatory budgeting to ensure transparency of local school budgets.

[more on page 45]

Education

DEMOCRATIC REPUBLIC OF CONGO

Reinforcing Social Accountability Of Health Services in Bas Congo and South Kivu Provinces

Collaborative, concerted action between provincial health authorities, local health actors, and the community contributed to changes in health facility co-management, planning, monitoring, and evaluating.

[more on page 47]

Health

The GPSA expects that, over time, civil society, governments, and development partners can adapt insights from collaborative social accountability processes and scale them up through policies or programs across different sectors, localities and beyond individual GPSA initiatives.

In this respect the GPSA will launch the research project on [Scaling Social Accountability for Health: Leveraging Public Policies and Programs](#) in partnership with World Vision, the University of Cape Town in South Africa, and the University of the State of Santa Catarina in Brazil. The project will develop a middle-range theory about collaborative social accountability that explores the causal mechanisms and related conditions through which social accountability interventions work and scale over time. The exercise is funded by the Centre of Excellence for Development Impact and learning.



“My School” - Empowered Citizens Enhancing Accountability of the Education Reform and Quality of Education

MOLDOVA

EDUCATION

GRANT PARTNER
Expert Grup

MORE INFORMATION
bit.ly/2MXy4zi

GPSA grant partner Expert-Grup and its local partners worked to improve the education decentralization reform. The project used participatory budgeting to ensure transparency and responsiveness of local school budgets.

The Scoala Mea, or “My School” project aimed at empowering central and local educational actors to play a more active role in the progress of schools and increase the level of accountability of decision-makers at the school and policy levels. This was done through social accountability approaches including school report cards, independent budget analysis and public hearings on school budgets, supported by local partners.

The project supported implementation of the Moldova Education Reform Project, a World Bank financed operation, helping the Ministry of Education to implement the government’s framework and decentralized budget for strengthening education institutions. These actions were informed by lessons and practices from the 100 schools covered by the Scoala Mea project, whose success has motivated other donors to include its social accountability instruments in their projects. The project’s social accountability tools were also adopted by the Common Initiative for Equal Opportunities Project of the Eastern European Foundation in Moldova, to be implemented in three districts to increase the representation of vulnerable groups and inclusiveness of the budget.

Photo: Ivan Lenin



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Reinforcing Social Accountability Of Health Services in Bas Congo and South Kivu Provinces

Collaborative, concerted action between provincial health authorities, local health actors, and the community contributed to changes in health facility co-management, planning, monitoring, and evaluating.

Cordaid International, the GPSA grant partner in the Democratic Republic of Congo, sought to deepen its work with the Health Area Development Committees (CODESA) in South Kivu and Kongo Central provinces. CODESAs are a user-elected body responsible for health delivery monitoring in publicly-funded health facilities.

In order to strengthen CODESAs, the project introduced community score cards and locally designed charters with local communities, among other accountability mechanisms. The [project's final evaluation](#) found that it went beyond traditional social accountability results of information generation and accountability. It achieved behavior changes, and new joint practices enabled stakeholders to reimagine what their roles, relationships, and potential could be in a broader range of issues beyond the project.

Moreover, the CODESAs supported by the project in Sud Kivu went on to facilitate these mechanisms in other projects further afield, with several health and education operations scaling up the approach.

Importantly, Cordaid's work through grassroots committees proved critical in mobilizing local responses quickly and targeting those most affected. This experience would prove useful to the response to the COVID-19 pandemic in the region. Cordaid was able to channel the COVID response through the strengthened CODESAs, which became a vital entry point to the distribution of health kits to vulnerable populations surrounding health clinics. Cordaid enabled the CODESAs to assess and address medical supply shortages and bottlenecks in the supply chain.

Photo: Vincent Tremeau



Photo: Grant Ellis

Strengthening the Social Accountability Practice

For social accountability to contribute meaningfully to positive development outcomes it needs to embrace experimentation, because it is complex and non-linear, involving participatory and collective action. Such experimentation calls for adaptive learning. Hence, learning-by-doing is a central feature of GPSA supported social accountability programs. In addition, the GPSA highly prizes collective learning that can help to

build up and sustain the social accountability field. Working towards this goal, the GPSA holds an Annual Global Partners Forum, a field-shaping initiative, and an important space for practitioners, researchers and funders to share learning and discuss shared challenges. Additionally, over the last year, the GPSA has seeded a number of new partnerships that will help address blind spots in our theories and narratives about social accountability.

Global Partners Forum 2019- Social Accountability and the Challenge of Inclusion

The 2019 GPSA Global Partners Forum took place from November 19 to 21, 2019 at the World Bank Headquarters in Washington D.C. It attracted more than 300 participants, with over 85% coming from civil society, academia, funders and governments, and The World Bank and other multilateral organizations making up the rest.

Its theme was ‘Social Accountability and the Challenge of Inclusion’. The goal was for participants to better understand how to design and undertake social accountability mechanisms that can address asymmetries of power by which many are excluded from social can economic development; and how they could help foster more inclusive policy-making and implementation. The Forum’s plenaries and partner-led breakout sessions made for intense reflection, exploring innovations and capturing new insights.

The Forum made a call to action, to write the next chapter of social accountability that would feature collaborative processes that are emerging in practice but are not yet a part of the theories and narratives being propagated. GPSA partners concluded that the evolution of social accountability practice had been quite rapid across the world, and the debates on social accountability practices, and how they are being evaluated have not yet caught up with practice on the ground.



Photo: Arne Hoel

Integrated GPSA Website and Knowledge Platform

The GPSA is committed to pushing the frontiers of social accountability forward and is working with its partners to write the next chapter of social accountability. To do that, the GPSA is excited to continue curating and contributing to knowledge exchange, learning and networking in the coming years, through a revamped and integrated GPSA knowledge platform and website. This will give our constituents a one-stop-shop for knowledge and learning, while helping to amplify the collective knowledge of our partners. In the same vein, the GPSA will host its seventh Global Partners Forum in May 2021, which will be online for the first time, on account of the pandemic.

Partnerships

The GPSA builds partnerships to amplify the diversity and collective knowledge of GPSA's networks. This has the potential to inspire collaborative approaches beyond direct GPSA grants. The partnership platform enable networking, knowledge exchange, and learning, and increases recognition of the value of collaborative social accountability to governance and development.

The GPSA is partnering with the Community-Led Development Movement to explore the commonalities between its practice and social accountability, and how to integrate the two practices meaningfully.

The GPSA is also collaborating with the World Bank's teams developing operational frameworks on social contracts in Africa, which will inform how the GPSA could integrate that approach in its work.

The GPSA is working with World Vision, the University of Cape Town, and the University of the State of Santa Catarina to develop a middle-range theory about collaborative social accountability, with a focus on scalability. The project, "[Scaling social accountability for health: leveraging public policies and programmes](#)", is funded by the Centre of Excellence for Development Impact and Learning and aims to address blind spots and lack of evidence in the theory.

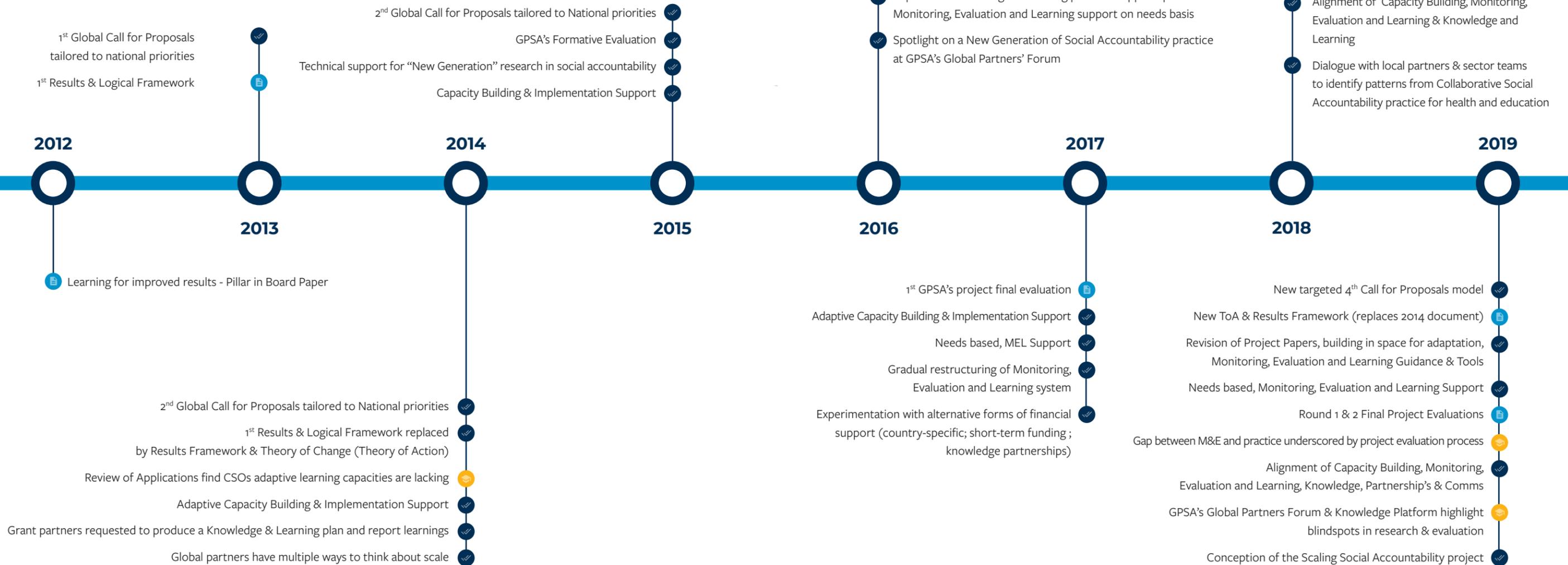
You can learn more in the joint session that was held at Fragility 2020 Forum.



LEARNING IS IN THE GPSA'S DNA

and at the core of Collaborative Social Accountability

The [Board Paper](#) establishing the GPSA underscored the importance of knowledge and learning to the effectiveness of the GPSA. These remain at the core of the GPSA's strategies and feature prominently in its theory of action and results framework. The scheme below seeks to capture the evolution of the GPSA's knowledge and learning from inception, and how these have been embedded in its capacity building efforts, knowledge and learning activities and products, and evaluation of projects:





5 things we are **LOOKING FORWARD TO**

1 Providing programmatic, flexible grants to continue supporting CSO-led coalitions engaged in collaborative social accountability processes.

Preparing grants from the GPSA pipeline portfolio to put collaborative social accountability processes at work in sectors that are new to the GPA, such as anti-corruption, climate change, biodiversity, extractives, and gender-based violence.

Creating operational and analytic links between the GPSA's social accountability work and the World Bank's citizen engagement program, with a focus on potentially leveraging the work of CSOs at the country level.

Clarifying the role of social accountability in achieving the goals of social inclusion, resilience, and empowerment in the broader context of furthering citizen engagement.

2 Supporting grant partners with technical assistance for capacity building, strategic and adaptive project management, and learning.

Assisting grant partners in adjusting strategies and operational plans to respond to the changing context, challenges, and opportunities presented by the COVID pandemic.

Mobilizing resources to strengthen community recovery from COVID in select grant partner countries, in particular for participatory third party monitoring of COVID funds.

3 Strengthening the evidence base of social accountability practice through monitoring and evaluating projects, and generating knowledge from implementation.

Applying insights to support project implementation and course correction by grant partners

Promoting knowledge, learning and networking to strengthen social accountability practice and advance the social accountability field.

4 Scaling up the GPSA projects' collaborative social accountability models.

Identifying the most promising pathways to scale for projects selected in the GPSA's fourth call for proposals and providing operational support as needed.

Developing theory and operationally relevant frameworks about collaborative social accountability with a focus on scalability in different sectors and contexts.

5 Investing in building the social accountability field through thought leadership and working with partners and practitioners to close the gap between theory and practice.

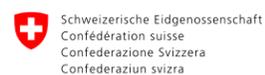
Convening the seventh Global Partners Forum that will explore social accountability in the context of the COVID crisis and beyond, tackling related themes of social inclusion and strengthening of health systems.

Revamping the GPSA website and integrating the knowledge platform to provide a one-stop shop for information about the program and the social accountability practice.



Funding

Donors partnering in support of GPSA initiatives



Committed Contributions to GPSA MDTF

Donor Name	Amount	FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13
Committed Funding (USD ,000)										
WBG (Secretariat)	5,730	1,000	780	1,050	1,050	950	900			
WBG (MDTF)	27,500	1,500	1,500	1,500	1,500	1,500	5,000	5,000	5,000	5,000
WPP	930					920				
EITI	475	475								
SPF	1,000				1,000					
NTF	650			650						
HRDTF	200	200								
USAID	6,667			502	600	6,490	300			
DR	2,490			502	600	1,088	300			
Mexico	2,701					2,701				
Honduras	1,476					2,701				
Ford Foundation	4,000						1,000		1,500	1,500
Aga Khan	500					250			250	
Bertelsmann Stiftung	27						27			
Finland	1,305					1,135				
Dominican Republic	25							25		
Mexico	100						100			
Open Society Foundation	770	320		450						
Funding Sub-total	49,879									
GPSA Funding Total	55,779	6,495	2,280	4,152	4,150	11,245	7,327	5,025	6,750	6,500
Parallel Funding										
Open Society Foundation	2,589									
Tunisia						100	100			
Ghana									499	500
Philippines									330	330
Mexico									430	300
Aga Khan	500									
Social Accountability Media Initiative (SAMI)						250			250	
Parallel Funding Total	3,089									

World Bank Financial Years span from 1st July to 30th June. For example, FY21 is the period from 1st July 2020 to 30th June 2021.



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Photo: HUMA



GPSA in Review

**Collaborative Social Accountability
for Development**

**The Global Partnership
for Social Accountability**

