



GHANA'S STRENGTHENING ACCOUNTABILITY MECHANISMS (GSAM) PROJECT

Year 3 – First Quarter Report

(Period: 1st October 2016– 31st December 2016)



Submitted To: United States Agency for International Development/Ghana
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LIST OF ACRONYMS

AAP	Annual Action Plan
CARE	Cooperative for Assistance and Relief Everywhere
CBO	Community Based Organization
CDM	Community Development Monitor
CDMs	Capital Development Monitors
CHPS	Community Health Planning Scheme
CSO	Civil Society Organization
DA	District Assembly
DA_s	District Assemblies
DCD	District Coordinating Director
DWE	District Works Engineer
DCE_s	District Chief Executive
DSC	District Steering Committee
E-Platform	Electronic Platform
GAS	Ghana Audit Service
GSAM	Ghana's Strengthening Accountability Mechanisms
ICT	Information and Communication Technology
IR	Intermediate Results
ISODEC	Integrated Social Development Centre
M&E	Monitoring and Evaluation
MMDA_s	Metropolitan, Municipal and District Assemblies
MTDP	Medium Term Development Plan
PWLD	Persons Living with Disabilities
SA	Social Accountability
UK	United Kingdom
USAID	United States Agency for International Development

I. INTRODUCTION

I.1 Project Background

The Ghana Strengthening Accountability Mechanism (GSAM) project is a five (5) year USAID-funded project, which focuses on strengthening citizens' oversight of capital development projects to improve local government transparency, accountability and performance in 100 districts of Ghana. GSAM is designed to strengthen social accountability by improving availability of District Assembly capital project information to citizens to enhance their capacity to demand accountability.

The GSAM project interventions directly contribute to the attainment of USAID/Ghana Country Development Cooperation Strategy, - Strengthened Responsive, Democratic Governance under intermediate results; IR 1.2.1 "increased capacity of CSOs to advocate on behalf of citizens for improved government services"; and sub IR 1.2.2 "strengthened CSO and National Audit Authority oversight of government services".

CARE International in Ghana and its partners – IBIS in Ghana and the Integrated Social Development Centre (ISODEC) are working together as a consortium in close collaboration with 27 Civil Society Organizations (CSOs) to implement the project from November 2014 to November 2019.

The project is in the third year of implementation. This report is the first of the series of four reports to be submitted during Year 3 of the project. It presents information relating to administration and project infrastructure, programme activities, monitoring and evaluation. Issues on project implementation challenges and lessons learnt for the period are also highlighted.

2. ADMINISTRATION & PROGRAM INFRASTRUCTURE

2.1 Staffing

During the quarter under review, there were significant changes in the staffing situation of the GSAM consortium. First, the M&E Specialist of the project passed on, on October 5, 2017 at the Trust Hospital, Accra, after a short illness. The Project Officer for the Middle Zone in Kumasi also resigned in October 2016 (leaving the Kumasi GSAM team with only the M&E Officer; since the beginning of implementation, the initial project officer who left the project had not been replaced. At the end of December 2016, the Zonal Project Officer responsible for Volta Region (IBIS Zone) took her maternity leave and indicated her intention to continue to resign from the

project to join her family in Accra. IBIS has since replaced her with another officer from the governance team of IBIS Ghana. Meanwhile, processes are far advanced in recruiting a replacement for the M&E Specialist and the two vacant zonal project officer positions for the middle zone (Ashanti and Brong Ahafo). The recruitment processes are expected to be completed by end of February 2017. The rest of the consortium members are at post and working effectively with the 27 partner CSOs for effective project delivery in the 100 districts.

2.2 Partner Re-Assessment and Signing of MoUs

As the Memorandum of Understanding (MoU) between the consortium and its partner civil CSOs, expired in October 2016, the consortium re-assessed all 27 partner CSOs to ascertain their credibility and performance for continuous partnership on the GSAM Project. Following the assessment, the MOUs of all 27 CSOs were renewed for another year (October 2016-September 2017) based on satisfactory results. MoUs, detailing what is expected of each party were subsequently signed between CARE International and partner CSOs in October 2016.

2.3 Motor bikes, Vehicles, Samsung Galaxy Tablets

All 50 motorbikes assigned to the SA districts are currently functional and being used to facilitate bi-weekly monitoring of capital projects and other project activities. The 62 Samsung Galaxy Tablets procured to support project interventions are also functional and being used as expected. All three (3) Toyota Fortunner vehicles procured to support project activities are also in good condition.

2.4 Other Program News

As lessons from the GSAM project implementation, some District Assemblies have come up with various initiatives to improve citizen's access to DA information on capital projects. In one such instances, Ghana Developing Communities Association (GDCA), a partner CSO in collaboration with the East Gonja and Kpandai Districts in the Northern have, on their own volition developed "GSAM Bill Boards" in their respective districts. The bill boards which have been mounted at the premises of East Gonja and Kpandai District Assembly Offices displays information on capital projects being executed by the District Assemblies. Among the information presented are; - Name of the project, location, duration, estimated cost, pictures from project sites and current progress of work on the project. These billboards have contributed to improved citizen's access to information at these districts - engineered by the presence of the GSAM project at these districts.

3. UPDATES ON PROGRAM ACTIVITIES

Under this section, updates on key activities planned for the first quarter of Year 3 of project implementation are presented. These are organized under the three main objectives of the Project as follows;

3.1 Objective 1: Increase Availability of Accessible Information on MMDAs' Capital Project Performance in 100 Districts

3.1.1 Disseminate GAS Scorecards in at least 25 Communities in each of 50 GAS Districts

The dissemination of GAS scorecards on DA Capital Projects to 25 communities per district continued during the quarter under review. The planned dissemination in 65 communities across seven districts, which could not be completed in the previous quarter due to the 2016 Presidential and Parliamentary Elections, were scheduled to be completed in the quarter under review. During the quarter, the consortium disseminated GAS scorecards in 53 out of the 65 outstanding communities across four GAS districts. Cumulatively, 1,238 communities representing 99.04% of the 1,250-targeted communities have so far received results of the GAS Audits. The dissemination meetings have covered 57,646 citizens, comprising 32,599, males and 25,047 females, across 47 GAS districts.

The remaining 12 communities where GAS findings are yet to be disseminated are Sawla-Tuna-Kalba district in the northern region, Wa East and Lawra districts in the Upper West region. The dissemination of GAS scorecards at the 12 communities are expected to be completed by end of the second quarter of the third year of project implementation.

The dissemination of GAS Audit findings has so far generated wider discussions among stakeholders, which have, awaken the interest of ordinary citizens to demand for greater transparency and accountability from their District Assemblies. It has also re-awakened the District Assemblies consciousness and responses to citizen's demand for accountability and transparency with both right holders and duty bearers embracing the GSAM concept.

3.1.2 Disseminate GAS Audit Findings in 100 Meetings through Alternative Platforms

Dissemination of GAS audit findings to groups of people normally excluded from or participate little in formal spaces, which commenced in the 3rd quarter of year 2, was completed within this quarter. These meetings targeted marginalized groups such as youth, women, religious groups and People Living with Disabilities (PLWDs).

One Hundred and Twenty-three (123) alternative space meetings have been held in all 50 GAS Audit districts covering 12,099 citizens who did not participate in formal space meetings. These

were made up of 5,288 males and 6,811 females. The meetings were held at alternative places such as schools, mosques, churches, Lorry parks and Taxi Ranks, and markets, among others. The alternative platform dissemination sessions have really helped increase the reach of information on DA capital projects to citizens who would have ordinarily lacked access to DA information. Many of the groups reached through alternative space meetings are appreciative to the Project and pledged their commitment and willingness to participate in DA processes.

3.1.3 Develop Key Messages from GAS Audit for Dissemination through Radio Jingles and Discussions

As part of the public information and advocacy campaign strategy of the project, the project has produced radio jingles in English, and in 18 local Ghanaian languages for disseminating Ghana Audit Service findings to citizens in the 50 GAS District Assemblies. The jingles highlights on three main thematic areas: (i) summary of audit findings, (ii) a call to action for citizens to monitor projects in their communities and to demand accountability from local authorities; and (iii) information and acknowledgements on the project and the donor. The 18 local languages selected for the radio jingles include; Dangme, Ewe, Asante Twi, Akim Twi, Akan Twi, Fante, Nzema and Wassa for areas in the southern and middle zone and Dagbani, Gonja, Kassim, Sissala, Likpakpaln, Bimmoba, Buili, Kusaal, Brefo and Dagaare for areas in the northern zone of the project.

This was to ensure that many citizens in the project districts who could not be reached through the community level dissemination are also informed of the audit findings.

In collaboration with its CSO partners, the consortium has engaged over 30 radio stations who are currently broadcasting the jingles to citizens in 21 out of the 50 GAS districts. Airtime was also allocated for discussions on the audit findings. The discussions featured some personnel from the district assemblies, representatives of the CSOs partners and citizens. Citizens were also given the opportunity to contribute to discussions through phone calls, SMS and social media platforms.



Insert: L-R: Panel Discussion at Arise FM at Ati Mokwa in the Central Region and Cruz FM in the Offinso North District in Ashanti Region

The passionate contributions of citizens during the phone-in segments showed they followed and understood the issues with high interest. The radio sessions have in no doubt contributed immensely to increased citizen's access to information on capital projects. In addition, the radio sessions have awakened the consciousness and awareness of many citizens on the need to monitor DA capital projects for successful implementation and to ensure sustainable use of hard-earned resources within their districts. Radio Activities in the remaining 29 districts are scheduled to be completed by end of 3rd quarter of the 3rd year of the GSAM project.

3.1.4 Publish and Distribute Project Performance Updates in 250 Communities and 50 Billboards in 50 SA Districts

As a direct follow up to the town hall meetings to present and discuss citizen-generated scorecards with district level stakeholders, the consortium and its CSO partners used key issues emanating from the district town hall meetings to develop project performance updates for dissemination in 250 communities in the 50 Social Accountability districts. The project performance updates contained scores and associated issues for each assessment areas of DA capital project delivery. These include Initiation and Planning, Procurement and Contracting, Execution and Citizens' Perception of Benefits. Follow up actions required to address issues identified are also presented on the project performance updates (See Appendix I for sample project performance updates).The rational for this community level dissemination is to deepen the availability of information on DA capital project performance to citizens and to enable them use this information to demand for accountability and improved performance.

To disseminate findings of the citizen-generated information (in the form of scorecards) to citizens around project communities, the consortium planned to organize 250 village hall meetings to present the scorecards and allow citizens to demand accountability from their DA officials. During the quarter under review such dissemination sessions were held in 63 out of the 250-targeted communities across four districts covering 1,848 citizens, which comprises 1,040 males and 808 females. The districts covered include; *Suhum, Akuapem South and Birim North* in the Eastern Region, *Wassa Amenfi Central* in the Western Region and *Sekyeré Central* in the Ashanti Region.

These dissemination sessions have provided the much-needed platform for citizens to discuss performance of their DAs, which have resulted in a renewed alertness, and eagerness of citizens to regularly visit project sites and share concerns with district assemblies for quality service delivery.

Dissemination of the remaining project performance updates, which could not be completed, because of delays in the district level town hall meetings caused by the electioneering period in Ghana, are scheduled to be completed by end of quarter two (2) of year three (3) of project implementation.

To deepen citizen’s access to information on DA performance, the performance updates were displayed on billboards. Fabrication of metal frames have been completed, while production and mounting of the billboards are ongoing and expected to be completed by end of March 2017.

Citizens' Assessment of District Assembly's Project Performance – December 2016

KINTAMPO SOUTH DISTRICT

OVERALL DISTRICT SCORE: 88%

PROJECTS ASSESSED:

Performance Areas	District Score	Summary of Issues Identified
Initiation and Planning of the Projects	92%	The Assembly consulted the communities in initiating the projects and included the projects in its development plans. However, at Amoma, consultations were held with only opinion leaders.
Contractor Selection and Contracting	92%	The Assembly, to a large extent, followed the right procedure in selecting contractors to execute the two projects.
Execution of the Projects	70%	Citizens are satisfied with the progress and quality of work on the classroom block, but the construction of the 10-seater water closet toilet delayed. The Assembly monitored the projects regularly.
Citizens' Perception of Project Benefits	98%	The citizens confirm that the projects would, to a large extent, address their needs. The projects are also disability friendly.

KIND COURTESY OF:
Ghana's Strengthening Accountability Mechanisms – GSAM

FUNDED BY: USAID, care

IMPLEMENTING PARTNERS: isodec, IBIS, wbo

Disclaimer: The information contained on this board is the views of citizens and CSOs and do not represent the views of the USAID or its partners.

Insert: Sample billboard Information

To ensure sustainability and usability, the consortium is working closely with respective DAs to ensure that, the billboards are mounted at vantage locations that will guarantee visibility.

Information on these billboards shall be updated on semi-annual basis with new project performance updates.

3.1.5 Disseminate Bi-Annual Performance Updates through 1000 Radio Jingles and Radio Discussions in 50 SA Districts

In addition to district and community, level disseminations, the consortium, in collaboration with its partner CSOs, plan to disseminate citizen-generated information on District Assemblies capital project performance (as contained in the project performance updates) through radio discussions and jingles in order to reach out to greater number of citizens. This involve summarizing information from the scorecards into key messages and disseminating through announcements, Live Presenter Mentions (LPMs) and radio discussions at radio stations with coverage over the target districts.

Currently, the airing of these jingles and radio discussions are ongoing in 17 out of the 50 SA districts. As in the case of the 50 GAS districts, the discussions featured personnel from the District Assemblies, representatives of the CSOs and some citizens. Citizens were given the opportunity to contribute to the discussions through phone-in calls, SMS and social media platforms. Airing of jingles, discussions, announcements and LPMs on performance updates would be continued in second quarter of the third year.



Insert: Radio Panel Discussions on DA performance at Metro FM in Ashanti Region and Ahomeka FM in the Central Region

The radio activities have complemented the community level disseminations in spreading the reach of DA capital project information to wider range of citizens. They have also generated discussions and started up citizen's interest in the need to monitor capital projects of their

district assemblies. Radio activities in the remaining 33 districts are scheduled to commence in the second quarter of year 3 of project implementation.

3.2 Objective 2: Strengthened CSO and Citizens' Capacity to Monitor MMDAs' Capital Projects in 50 Districts

3.2.1 Organize DSC Meetings to Reflect On Project Implementation

Since its establishment in the first quarter of the second year of project implementation, District Steering Committees (DSCs) continue to play oversight advisory role over the GSAM project implementation at the district level. DSC members periodically meet to review project implementation and offer suggestions and guidance for effective implementation at the district level. Membership of the DSCs includes the implementing CSO, District Assembly focal persons (DCD, DPO, and DWE), elected assembly members and Opinion Leaders with special emphasis on gender inclusiveness.

In fulfilling this district coordination role, DSC meetings were held in all the 50 SA Districts during the quarter under review.



Insert: L-R: District Steering Committees at Jaman North in the Brong Ahafo Region and Amansie Central in Ashanti Region

Generally, issues discussed at the DSC meetings during the period centered on bi-weekly monitoring updates, reviews of GSAM activities carried out in the quarter, progress of capital projects selected for monitoring, use of ICT tools in monitoring, radio activities and selection of capital projects to replace completed ones for monitoring. Some DSC members also engaged themselves in project site monitoring visits.

These regular meetings by DSC members have contributed immensely to successful implementation of projects at the district levels by resolving issues that have the potential to

jeopardize successful project implementation, while offering suggestions for continuous improvements.

3.2.2 Organize Training for Network of Community Development Monitors in 50 SA Districts

The capacity building of community development monitors on MMDA planning, budget monitoring, use of community scorecard methodologies and other social accountability tools, which commenced in Q3 of year 2 have been completed in all 50 SA districts. The capacity of 1,891 citizens have been enhanced and formed into networks of community development monitors. The enhanced knowledge and skills of these citizens have contributed to effective monitoring of capital projects in their respective districts.

So far, Community Development Monitors (CDM Volunteers) who participated in these sessions are demonstrating their commitment to sustain the community level monitoring of capital projects. In some communities, the network of CDMs also conduct ad-hoc monitoring of projects aside the routine bi-weekly monitoring under the GSAM project. In other cases, the capacity building sessions have also awakened the call for citizens to keep an eye on other capital projects within their catchment area, which are not being monitored under GSAM.

3.2.3 Facilitate Bi-Weekly Monitoring of DA Capital Projects in 50 SA Districts

During the quarter under review, CSOs in collaboration with Network of Community Development Monitors, District Steering Committee Members, and other citizens continued with their routine bi-weekly monitoring of all 100-capital projects in the 50 SA districts. The purpose of the outreach monitoring visits was to afford citizens the opportunity to track project performance against timelines, specifications and quality standards. The visits were also intended to strengthen citizen's oversight of capital projects being executed and afforded them the opportunity to provide constructive feedback to their respective Assemblies for improved service delivery.

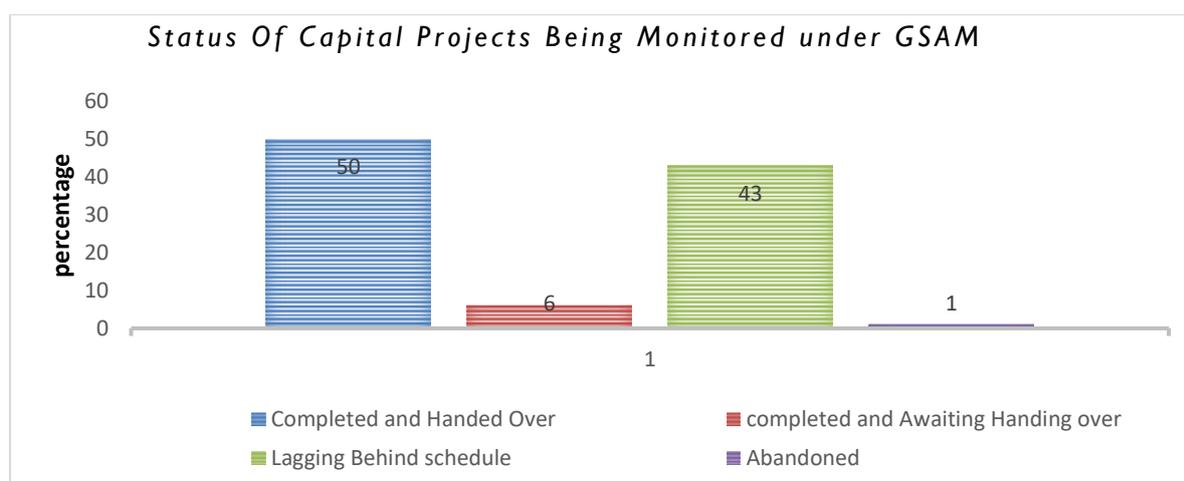
Monitoring visits to capital project sites has uncovered a number of district-level advocacy issues that are being pursued. Advocacy issues at the sub-national level include; use of substandard materials, frequent absenteeism by contractors from project sites, poor quality of work, slow pace of work, and non-payment of contractors, non-adherence to disability provisions, project information not displayed at project site among others.

The monitoring visits have also improved availability of project information to citizens thereby improving on their oversight of capital projects for an improved service delivery. The statement below made by the District Chief Executive of the Afigya Kwabre District during the commissioning of Community Centre project monitored under GSAM at Wawase in the Ashanti Region, summarizes how the GSAM project is revamping communal spirit at the community levels.

“I commend the GSAM project for re-energizing the collaborative and communal spirit among community members leading to massive community involvement and quality service delivery”. *Hon. Oppong Kyekyeku Kaakyire-DCE Afigya Kwabre*

In another development, community members in Naama; a project community in the Sekyere East district of the Ashanti Region demonstrated great commitment to the project being monitored by voluntarily mobilizing themselves to clear refuse around the project site (3 Unit Classroom Block Project) to facilitate the work of the contractor.

Generally, the routine monitoring of DA capital projects by CDMs, Citizens, and CBOs and in some cases DSC members, and implementation of corrective actions have contributed to the completion of, about 56% of the capital projects monitored under the project during the 2015/2016 year. About 43% are lagging behind schedule mostly due to non-availability of funds while one project (KVIP project) at the Ejura Sekyere Dumasi in the Ashanti Region has been abandoned due to misunderstanding between the DA and Traditional Authorities about appropriate citing of the project.



Source: GSAM project Monitoring Database

The participatory monitoring approach adopted by CDMs and citizens continues to raise citizen's self-consciousness to extend their monitoring activities to other projects, aside those being monitored under GSAM project. This gives a very strong indication of sustainability since citizens in some of the districts have now embraced the Social Accountability concept of GSAM and replicating its outputs.

3.2.4 Select Capital Projects for Citizens Monitoring in 50 SA Districts

As contained in the GSAM technical narrative, District Steering Committees and CSOs in collaboration with District Assemblies discussed and selected new capital projects for monitoring during the first quarter of year 3. These new capital projects were selected to replace projects that had been completed and handed over to citizens for use.

In all, 29 new capital projects have been selected to replace completed ones. These new projects cut across a wide spectrum of capital projects approved in the District' Medium Term Development Plans and contained in the DAs Annual Action Plans. The projects were mainly projects fully funded by the districts' own resources (such as DDF, DACF or IGF) and which the districts have enough management control from selection through procurement and execution, and to completion.

Among the new projects selected for citizen monitoring during Year 3 include; classroom blocks, market Stalls, CHPS Compounds, Public Toilets, water facilities among others.



Insert: Left & Right: The proposed site for the construction of a Police Station at Apitiso, Amansie Central in the Ashanti Region

Even though DAs are yet to commission most of the new projects for actual works to commence, interactions with community members revealed high enthusiasm and willingness to involve themselves in the project implementation through community participation and monitoring.

Selection of new projects to replace the remaining 27 completed capital projects could not take place due to slow down of local government activities resulting from the electioneering campaigns and intense political activities in the districts during the period under review. GSAM shall continue to select new projects in consultation with DSCs to replace completed ones as and when they are completed and handed over for use.

3.2.5 Establish E-Platform (Citizen Monitoring Website and Database on Capital Projects & Installation of Video Conferencing Facilities)

The expected upgrade of the e-platform was not achieved within the stipulated period. This necessitated a quick assessment of the work of the IT programmer engaged for the task. These are the conclusion after the assessment.

1. The programmer needs extra technical support to complete work on schedule.
2. The components of the e-platform that are currently online could best be described as work in progress

Because of the above, the following action points were earmarked in the e-platform up-grading process.

- Need to retrofit/revise the current structure of the E-platform to align with the score-carding work on the ground – to ease/enable swift flow of data into the platform
- Set a time for ISODEC team to sit with GSAM technical unit team to draw and validate the overall structure of the e-platforms and data collection tools
- Reach out for an external technical expert to assist in fixing-up the e-platform
 - i. provide a concept note to guide the technical expert
 - ii. Provide a budget to cover the assignment.
- As a matter of priority, the GSAM citizen feedback data management and reporting and the DA performance, assessment data management sections of the e-platform are linked to the GSAM website to provide public access as soon as possible.
- Explore the possibility with Ken Banks of CARE Atlanta to pay a technical visit to support the re-versioning of the e-platform.

3.3 Outcome3: Increased use of Citizen-Generated Information on MMDA Capital Projects in 50 Districts.

3.3.1 Support District Steering Committees and Community Development Monitors to Facilitate Community Dialogue on MMDA Performance in Capital Projects Using Community Scorecards

The consortium together with its partner CSOs and network of community development monitors continued with its campaign to increase use of citizen-generated information to promote transparency and accountability in the execution of District Assembly's capital projects across the 50 SA districts.

Community Score Card methodologies were used to create a platform for citizens to generate information by assessing the performance of their district assemblies relative to the execution of selected capital projects. Series of community meetings were organized to enable citizens assess the performance of their District Assembly in capital projects delivery. Wide range of indicators were used by a cross section of citizen groups such as youth, women, and men, persons living with disabilities among others, to assess and score the performance of the District Assemblies. The community scorecards were validated by community members after the initial score cards were compiled.

Additionally, CSOs also undertook document reviews at the DAs to assess and score DAs based on pre-defined sets of indicators. The community scorecards and CSO monitoring scorecards were harmonized into citizen scorecards for validation at the community levels with contractors. The findings of the final citizen's scorecards were presented to a larger audience of District Level Stakeholders during well-organized and well-attended Town Hall Meetings.

A. Community Interface Meetings

The organization of community interface meetings to validate findings of community scorecards with contractors and other community level stakeholders, which commenced in quarter 4 of year 2 of the GSAM project implementation were completed in all 100 communities where capital projects were monitored during the period under review. The community interface meetings covered 5,009 citizens- comprising 2,610 (52.1%), males and 2,399 (47.9%) females. These engagements offered citizens the opportunity to seek for responses from contractors of the projects and validate and finalized community scorecards that will serve as input into the citizen scorecards to be used for the town hall meetings at the district level.

B. Hold District-Level Town-Hall Meetings on the Outcome of CSO Monitoring and Community Scorecards in 50 SA Districts

Following a successful generation of community scorecards and its harmonization of citizen scorecards, the consortium in collaboration with its partner CSOs organized town hall meetings involving key stakeholders in the project districts. The town hall meetings brought together a broad spectrum of citizen groups including; Chiefs, Queen Mothers, Assembly members, District Assembly Technocrats, Persons with Disability Associations, Civil Society Groups as well as community development monitors.

The purpose of these meetings were to create the platform for citizens and DA authorities to dialogue and agree on corrective measures, which address the feedback gathered by citizens and CSOs on capital projects monitoring. The town hall meetings were also intended to create the much-needed opportunity for citizens to hold duty bearers accountable and to make input into the budgeting and planning process of the district assemblies.

During the quarter under review, town hall/district interface meetings were organized in 31 districts. Cumulatively, these meetings have been held in 46 out of the 50 SA districts across the country. Similar meetings are yet to be held in *East Gonja in the Northern Region, Garu Tempani and Builsa South in the Upper East Region and Ejura Sekyere Dumasi in the Ashanti Region* mainly due to heightened political tension during the electioneering campaigns at these districts.



Insert: Cross-Section of Participants in a Group Photograph at a Town Hall Meeting at Afigya Kwabre in the Ashanti Region

The 46 town hall meetings brought together 2,055 citizens comprising 1,800 males and 1,055 females drawn from DA Administrative staff, Opinion Leaders, Traditional Leaders, and Religious Leaders among other relevant stakeholders from project communities.

Participants at the town hall meetings took the opportunity to demand for improved service delivery from their duty bearers and gave commendations where due. The outstanding town hall meetings are scheduled to be completed by end of February 2017.

The next round of semi-annual community scorecard generation has been scheduled to commence in Quarter 2 of project implementation.

3.3.2 Use Social Media Platforms for Citizens in the 50 SA 50 Districts to Voice Their Concerns and Share Experiences

The main social media platforms utilized by the GSAM project are Facebook and WhatsApp.

Facebook Page: The project's Facebook page, which serves as another platform for citizens to be reached and engaged about GSAM's social accountability activities, suffered a period of low patronage during the quarter under review. In spite of the inactivity, the number of people on Facebook who clicked to 'Like' the page during that period increased from 188 to 221.

In other words, more people have over the last few weeks developed interest in the project and have chosen to follow the activities of the project through Facebook. Out of the number, the percentage of females is 18%, whilst that of males is 82%.

This, unfortunately, implies that more men than women have come on board because in the last quarter, the percentage for women stood at 19%. Thankfully, many younger people are showing interest in the activities of the GSAM project. This is evident in the fact that the number of people between the ages of 25-34 years who are fans or followers of the project's Facebook page increased from 39% to 44%, whilst those who are between the ages of 18-24 years also increased from 16% to 23.82%.

Establishment of GSAM WhatsApp Platforms to DA-Citizen Engagements; CSOs continued to create and utilize WhatsApp platforms to promote discussions among citizens on DA capital projects. Members on these platforms include District Chief Executives (DCEs), District Coordinating Directors (DCDs), District Planning Officers (DPOs), District Works Engineer (DWEs), Community Development Monitors (CDMs) and Citizens. These platforms have further increased the level of involvements of key stakeholders due to their ease of access to this channel of communicating their concerns on capital projects.

3.4 Summary of Status of Planned Activities for Quarter I of Year 3

Please refer to Appendix 2 for details of planned versus actual achievements for the quarter under review.

4. FINANCIAL EXPENDITURE

Table I: Financial Expenditure during the Period under Review (USD)

A	B	C	D	E	F=B+C+D+E	G=A-F
Obligated Amount	Cumulative Expenditure end of December 2016	Estimated Expenditure end of January 2017	Projected Expenditure end of February 2017	Projected Expenditure end of March 2017	Projected Cumulative Expenditure end of March 2017	Balance end of March 2017
\$	\$	\$	\$	\$	\$	\$
5,622,859.82	3,566,658.48	423,804.57	155,811.39	284,646.82	4,430,831.26	1,192,028.56

Cost Share: The cumulative cost share reported so far stands at Five Hundred and Forty Seven Thousand, Nine Hundred and Twenty Two US dollars, Forty-Two Cents (\$ 547,922.42). Cost Share for the quarter under review is still being compiled and would be reported soon. It is expected that with the continuation of GSAM activities more cost share would be raised.

5. MAIN ACTIVITIES PLANNED FOR THE NEXT QUARTER

The main activities planned for the second quarter of the third year of GSAM implementation (and their reference to the projects Technical Narrative) are presented below;

1. Continue to select new capital projects for citizen monitoring in 50 SA districts (refer to activity 0.6)
2. Continue to support community monitors to carry out monitoring visits in 50 SA districts (refer to activity 2.4a)
3. Commence the generation of 2nd round of citizen scorecards on District Assembly's capital project performance in the 50 SA districts (refer to Activity 3.1)
4. Develop bi-annual capital project performance updates in the 50 SA districts (refer to Activity 1.7)

5. Complete first round of dissemination of bi-annual performance updates through radio announcements and discussions in the 50 SA districts (refer to Activity 1.9 & 3.3)
6. Complete first round of publication and distribution of bi-annual capital project performance updates to communities in the 50 SA districts (refer to Activity 1.8)
7. Organize community discussions on scorecard findings and commitments made at the interface meetings (refer to Activity 3.4)
8. Train CSO representatives on facilitating participatory planning processes (refer to Activity 2.5)
9. Use social media platforms for citizens in the targeted 50 districts to voice their concerns and share experiences (refer to Activity 3.8)

6. MONITORING AND EVALUATION PLAN

6.1 Progress towards Targets

NO	Indicator	A	B	C	D	E=(C/D)*100	Remarks
		Baseline	Life of project target	Cumulative Target as at Year 3	Cumulative Actual	Percentage of Achievement	
1	Percentage of citizens satisfied with District Assembly's (DA) capital projects	38.52%	60%	50%	41.8%	83.6%	This indicator is updated annually. The percentage of achievement is based on data collected as at October 2016. The End of 3 rd year data collection which will demonstrate actual performance in relation to the end of 3 rd year target is scheduled for July-October 2017
2	Percentage of citizens who have knowledge on capital projects undertaken in their communities	17.7%	40%	30%	26.7%	89.0%	This indicator is updated annually. The percentage of achievement is based on data collected as at October 2016. The End of 3 rd year data collection which will demonstrate actual performance in relation to the end of 3 rd year target is scheduled for July-October 2017
3	Percentage of citizens who have participated in the last annual development planning sessions.	26%	40%	35%	27.8%	79.4%	This indicator is updated annually. The percentage of achievement is based on data collected as at October 2016. The End of 3 rd

							year data collection which will demonstrate actual performance in relation to the end of 3 rd year target is scheduled for July-October 2017
4	Percentage of citizens who say that their DAs met with them to build consensus or provide information about issue concerning selected capital projects.	0	40%	30%	12.9%	43.0%	This indicator is updated annually. The percentage of achievement is based on data collected as at October 2016. The End of 3 rd year data collection which will demonstrate actual performance in relation to the end of 3 rd year target is scheduled for July-October 2017
5	Percentage of citizens who can identify at least two processes in MMDAs developments in 50 SA districts	0	60%	40%	35.9%	89.5%	This indicator is updated annually. The percentage of achievement is based on data collected as at October 2016. The End of 3 rd year data collection which will demonstrate actual performance in relation to the end of 3 rd year target is scheduled for July-October 2017
6	Percentage of capital projects being monitored with community score cards/report cards	0	30%	20%	10.9%	54.5%	This indicator is updated annually. The percentage of achievement is based on data collected as at October 2016. The End of 3 rd year data collection which will demonstrate actual performance in relation to the end of 3 rd year

							target is scheduled for July-October 2017
7	Number of communities that have received reports of GAS performance audit findings of capital projects	0	1250	1,250	1,238	99.04	None
8	Number of communities that have received reports of citizen score cards results on capital projects	0	1,500	1,500	63	4.2%	Due to delays in the conduct of district level town hall meetings attributed to the Christmas festivities and the December 7 th Electioneering activities.
9	Number of bi-annual capital project performance updates developed, published and distributed using information from the E-Platform	0	300	200	5	2.5%	Project performance updates have been developed and published for 35 out of the 50 SA districts. Dissemination has started in 5 districts. The entire process delayed due to delays caused by the late completion of district level town hall meetings. Distribution performance updates in the remaining districts will commence in the next quarter.
10	Number of district steering committee members/citizens that employ ICT in monitoring capital projects in the 50 SA districts	0	1350	1350	1,227	90.8%	Disaggregation by Gender: Male=740 , Female =487
11	Number of individuals in CSOs who received USG - assisted training to strengthen transparency and accountability	0	100	100	407	407%	Disaggregation by Gender: Male=289 , Female =118 Target over achieved due to high interest of citizens in social accountability issues. Uninvited

							participants sometimes make their way into our engagement sessions. These individuals were trained on participatory planning and budgeting.
12	Number of CSOs receiving USG assistance engaged in advocacy interventions.	11	38	38	27	71%	All 27 partner CSOs have received training in advocacy and networking strategies and continue to receive USG support to implement advocacy interventions. Currently all 27 partner CSOs are implementing advocacy sub-national level advocacy interventions which ranges from ensuring timely payment of contractors implementing capital projects, enforcement of disability requirements in capital project, Ensuring citizens participation in the selection and location of DA capital projects etc. <i>(Please follow the link to Appendix 3 for details of the various advocacy interventions, why they are being pursued, lead CSOs and status of implementation)</i>
13	Number of local mechanisms supported with USG assistance for citizens to engage their sub - national government	0	8	8	6	75%	CSOs used town hall meetings, community scorecards, radio jingles, alternative spaces, printed materials and group discussions as

							mechanisms to engage their sub-national governments. The other two mechanisms (E-platform and project and policy briefs) have not been utilized yet.
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6.2 Next Steps: Plans for Data Collection in the Next Year

The consortium will continue to adopt the following methods to collect credible data to account for project deliverables during the next quarter:

Routine Monitoring and Data Collection: Routine monitoring and site visits especially to communities in the Social Accountability districts where District Assemblies are constructing capital projects will be intensified in the next quarter. This will ensure that relevant information on the project is collected. The consortium will also adopt proper documentation and journaling approaches to obtain ad-hoc information during field monitoring

Use of smart phones: The consortium will, through its Community Development Monitors continue to use the Samsung smart phones to collect data on capital projects from project communities. The in-built software will be used to capture information for transmission unto the e-platform for real time data at capital projects.

Use of Data Collection Sheets disaggregated by gender: The consortium will ensure that, standardized attendance sheets used for project activities have been designed to ensure gender disaggregation.

7. IMPLEMENTATION CHALLENGES / PENDING ISSUES

The implementation of GSAM during the period under review was faced by the following challenges:

- ✚ **The 2016 Presidential and Parliamentary Electioneering Season:** Project implementation during the quarter was generally very challenging due to heightened tension among citizens in the December 2016 general elections. Some of the GSAM project activities were perceived to be working either in favor or against the fortunes of particular political parties. This was largely because corruption and misuse of public funds were key campaign issue, thus making it very easy for some individuals to tag the GSAM project as anti-government. Some political figures such as District Chief Executives either kept on postponing scheduled meetings or in some cases avoided participation in order to save their faces.
- ✚ **Difficulty in Meeting Planned Schedules Due to End of DA Planning Cycle:** The period under review, even though the first quarter of the project, has been singularly challenging because it was also coincidentally, the end of the DA administrative cycles of planning and budgeting, and it was very difficult carrying out many activities per

schedule. DA officials were mostly saddled with numerous review sessions at the Regional Coordinating Councils that their support for GSAM activities dwindled considerably.

- ✚ ***Difficulty in reaching out to some communities for Scorecard Dissemination:***
Again, some of the communities were only available in the evening, probably due to farming activities. It was difficult mobilizing the farming communities for the scorecard dissemination.

8. LESSONS LEARNT

Two major lessons were learnt during the period under review:

- ✚ We learnt throughout the reporting period that, advocacy yields positive results, especially when led by the impacted citizens. The citizen-led approach adopted by the GSAM Project has energized citizens to participate in capital project implementation and prompted some citizens to engage their respective district assemblies on identified projects that have been abandoned for years. This affirms the fact that citizens would lead their own development successfully, if given the right platform and support.
- ✚ We also learnt that, maintaining political neutrality is key to ensuring successful governance projects. While some persons and political party operatives were keen at tagging the GSAM project and by extension staff of partner CSOs as serving some partisan political agenda, partner CSOs consciously managed their communications and conduct in a way that demonstrated neutrality, objectivity and transparency. This was quite challenging, but the key lesson was that, advocates and civil society actors must of necessity demonstrate credibility, objectivity and neutrality in order to attract the attention of individuals and government agencies.

9. CONCLUSIONS

The quarter's activities were implemented with positive outcomes despite the challenges posed by the electioneering campaigns season. The project enjoyed massive acceptance by National, District and community level stakeholders who supported the implementation of project activities; especially in the District Level Town Hall Meetings and the community level disseminations. Citizen's expectations and demand for better service delivery from their district assemblies have also been on the ascendancy. The project achieved most of its indicators owing to the high level of enthusiasm with which citizens have embraced the concept of social accountability within their communities.

The next quarter promises to be exiting and somewhat challenging following the change of government and the expected changes in leadership of District Assemblies, coupled with the likely change in the direction and local development focus, which will be influenced, largely by the ideology and manifesto promises of the new government.

Based on the anticipated changes in the leadership structure of the project from the National Advisory Committee to the District Steering committee levels, the consortium is poised to strengthen its engagement with the new leadership when appointed, and to secure their buy-in for the GSAM project interventions. The change in political leadership is likely to slow down the impacts of some activities-, which might lead to some financial implications on the project. For instance, extra funds may be expended in engaging and familiarizing the GSAM project with newly elected and appointed stakeholders to ensure their buy in.

However, the GSAM consortium is poised in leveraging on the goodwill of our cordial relationships with other DA bureaucrats such as District Coordinating Directors, Planning Officers, and District Works Engineers, which offers GSAM, the advantage of working around the shocks that may emanate from the change in government and to ensure smooth project implementation. The consortium shall continue to generate and disseminate citizen-generated information to improve on the capacity of citizens to demand for accountability.

10. RECOMMENDATION

The second quarter of year 3 is expected, to be eventful, drawing from experiences and lessons learnt from challenges or shortcomings in the first two years of project implementation. It has started good, albeit with what the change in government would bring on implementation of the project. We recommend that, USAID fast track the proposed extension of performance audits in the GAS districts in order to sustain the momentum of the GSAM project intervention among citizens.

Appendix I: Sample Project Performance Update

Ghana's Strengthening Accountability Mechanisms – GSAM

District Assembly's Capital Project Performance Update – November 2016

Adaklu District – Volta Region

Below is an assessment of the performance of the Adaklu District Assembly in the planning and ongoing construction of the CHPS Compound at Adaklu Tsrefe and Health Centre at Adaklu Ahunda. The assessment was conducted by citizens of the two project-beneficiary communities in collaboration with Care Net Ghana, a civil society organisation, using scorecards developed by CARE, IBIS and ISODEC as part of the USAID-funded Ghana's Strengthening Accountability Mechanisms (GSAM) project.



CHPS COMPOUND AT
ADAKLU TSREFE



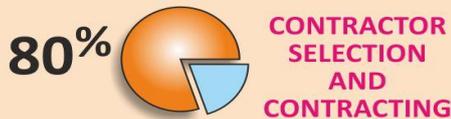
HEALTH CENTER
AT ADAKLU AHUNDA

PERFORMANCE AREAS

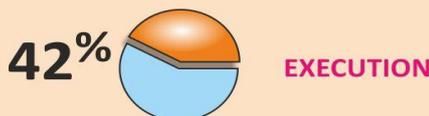
ISSUES IDENTIFIED



- The two projects were captured in the District's Medium Term Development (MTDP) and Annual Action (AAP) Plans
- Health Center at Adaklu Ahunda was adequately discussed with citizens before commencement.
- CHPS Compound in Adaklu Tsrefe was not adequately discussed with citizens before commencement.



- The two projects were captured in the D.A. procurement plan.
- Bids for the two projects were advertised in only one newspaper instead of two.
- Tender documents bidding for the project were opened and evaluated publicly.
- The project was awarded to the lowest evaluated bidder with all the necessary documentations.
- The Contract documents were signed by the appropriate persons.
- The Assembly contractor whose bid was responsive was written to but contractors whose bids were not responsive were not written to.



- The District Assembly did not maintain close supervision of the projects.
- Some concerns on quality and progress were heard and addressed for the Health Center at Adaklu Ahunda while no concerns on quality and progress of work were heard and addressed for the CHPS Compound at Adaklu Tsrefe.
- Payments were often delayed and this caused the slow pace of work
- Work did not progress as expected on the two projects



- Expected project completion date have elapsed but the projects have not been completed.
- Communities believe that the projects will be beneficial to them if completed.

WAY FORWARD

On November 15, 2016, a District Town-hall Meeting was held at Adaklu to discuss the outcome of the assessment and it was agreed that:

- The Assembly would ensure that the projects are completed and handed over to community for use.
- The Assembly would do broad consultation with communities during project initiation and planning.
- Assembly commits to involve the community members during their monitoring exercises
- The Assembly commits to ensuring local content. Thus ensuring that the contractor involves local artisans.
- The Assembly commits to advertise bids for projects in two newspapers instead of one as required by the Public Procurement Act.
- The Assembly commits to enhance their supervision and monitoring of the projects.

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Disclaimer: The information contained in this update is the views of citizens and CSOs and do not represent the views of the USAID.

Appendix 2: Status of Advocacy Issues

GHANA'S STRENGTHENING ACCOUNTABILITY PROJECT

Summary of Planned Activities versus Actual Output

Planned Activity	Actual Output	Remarks
1. Complete dissemination of GAS findings on DA project to 1250 communities	GAS Audit findings on DA capital project performance disseminated in 1,238 communities	The Remaining 12 communities are in Sawla-Tuna-Kalba district in the northern region, Wa East and Lawra districts in the Upper West region.
2. Train Network of community development monitors in MMDA capital project monitoring and SA Methodologies	Network of CDMs Trained in all 50 SA Districts	CDMs trained in all 50 SA Districts
3. Disseminate GAS audit findings in 100 meeting through alternative platforms	123 Alternative space meetings held in all 50 GAS districts	None
4. Select capital projects for citizen monitoring in 50 SA districts (refer to activity 0.6)	29 New projects selected to replace	New projects will be, selected as when the ones being monitored are completed.
5. Support community monitors to carry out monitoring visits in 50 SA districts (refer to activity 2.4a)	On –going	One going
6. Disseminate GAS audit findings on radio in the 50 GAS districts	GAS finding being disseminated in radio stations in 21 out of 50 districts	On-going
7. Generate semi-annual citizen scorecards on District Assembly's capital project performance in the 50 SA districts (refer to Activity 3.1)	Scorecards generated in all 50 SA districts	None
8. Organize semi-annual town-hall meetings to facilitate dialogue on MMDA performance in the 50 SA districts (refer to Activity 3.2)	Town hall meetings held in 45 out of the 50 SA districts	Delays caused by the December elections
9. Develop bi-annual capital project performance updates from the E-	None	Updates yet to be published

platform in the 50 SA districts (refer to Activity 1.7)		
10. Disseminate bi-annual performance updates through radio announcements and discussions in the 50 SA districts (refer to Activity 1.9 & 3.3)	Bi-annual performance updates disseminated through radio jingles in 17 out of the 50 SA Districts	On-going
11. Publish and distribute bi-annual capital project performance updates to communities in the 50 SA districts (refer to Activity 1.8)	Bi-Annual performance updates disseminated in 63 communities across 4 districts	Ongoing. Delays caused by delays in organizing town hall meetings due to the political seasons
12. Publish bi-annual project performance updates on 50 billboards (district transparency boards) in the 50 SA districts (refer to Activity 1.8)	Metal fabrication of billboards completed. Design of billboards ongoing)	Ongoing. Delays caused by delays in organizing town hall meetings due to the political seasons
13. Organize community discussions on scorecard findings and commitments made at the interface meetings (refer to Activity 3.4)	On-going	This activity has been merged with the dissemination of performance updates in the project districts.
14. Use social media platforms for citizens in the targeted 50 districts to voice their concerns and share experiences (refer to Activity 3.8)	WhatsApp Platforms created by SA districts. GSAM facebook page updated with new information	On-going

GHANA'S STRENGTHENING ACCOUNTABILITY MECHANISMS

PROJECT

Details of Advocacy Issues Identified and Being **Persued**

Name of Organization/Lead Person	Specific Advocacy Target	Why	Current Status of Advocacy
1. Umar Nuhu (ED) Afram Plains Development Organisation (Donkokrom)	(A). Ensuring improvement in the quality of projects: 1. 3 Unit classroom project at Fafo Battor 2. CHPS Compound at Nfram Kwahu South 3. Achidie Kwahu South School project	Shoddy work being done by contractor at Faso Battor.	90% complete. Advocacy issue being addressed is ensuring the reconstruction of poor floor of the classroom block at Faso Battor. CHPS Compound Project at Nfram 100% complete and waiting to be handed over. Project at Achidie 100% complete and waiting to be handed over.
2. Lambert Dandeebo (ED) Access to Life Foundation (Kumasi A/R)	Ensuring timely payment of contractors at Sekyere Central District Ashanti Region.	Late release of funds to contractors by the DA has stalled two capital projects.	55 % complete. This is an ongoing advocacy work with the Sekyere Central DA.
3. Kanton Luriwie Osman Action for Sustainable Development (Tumu U/E)	Ensuring use of high quality construction materials at Sisala West	There were initial complaints from CSOs and citizens about the use of inferior materials by the local contractor, in the building project.	Substandard blocks and materials have been replaced. The Sisala West project is now 100% complete and handed over to the community. Nevertheless, it is undergoing observation under the official six months retention period.
4. Sumani Bapio M. Awal Centre for Active Learning and Integrated Development (Tamale – N/R)	Ensuring participation of local communities in the activities of DA. Slaughter House at Walewale.	Citizen at Nagboo in West Mamprusi were not involved in the selection and execution of the school project.	School project at Nagboo 100% complete and handed over. Albeit with deep cracks in the walls of the building. Our intervention has resulted in the call back of the contractor to put back the building in shape.

		Citizens at Walewale were not involved in the selection of location for an abattoir.	Our intervention resulted in a pledge by the Walewale District Assembly supply a meat van to solve the problem of long distance travel by butchers.
5. Patrick K. Ahumah (ED) CARENET Hohoe	<p>Agortime Ziope District Ensuring participation of local communities in the construction of:</p> <ol style="list-style-type: none"> 1. 3 Unit Classroom block at Adzonkor Community and; 2. Agorhome CHPS-Nurses Quaters <p><u>Adaklu Chrepe District</u></p> <ol style="list-style-type: none"> 3. Improving local content in the management of CHPS compound at Adaklu Chrepe <p><u>4. Adklu Ahunda Distict</u> Violation of advertising procedures and none involvement of local people in the monitoring of project.</p> <ol style="list-style-type: none"> 5. South Tongu District 	<p>None involvement of local community in the selection of projects</p> <p>Lack of involvement of local artisans in district projects.</p> <p>(A). Advertisement of project was not fully carried out by the DA.</p> <p>(B). Local communities were not involved in the monitoring of projects.</p> <p>Lack of involvement of local people by the DA.</p>	<p>Project 100% complete with pledges from District Assembly and contractor to involve local communities in the work of the DA.</p> <p>Project 60% complete. There are pledges for improvement in local content following interactive fora at town hall meetings.</p> <p>70% complete. The Adaklu DA has pledged to be more transparent in advertising new projects and also to involve local people in the activities of the DA.</p> <p>Project 70% complete. In a recent Town Hall meeting, the issue about involvement of local citizens was raised and the South Tongu District Assembly has pledged to get local people involved in the affairs of the DA. 100% complete and handed over to the community.</p>

	6. CHPS Compound Gonu Agbokope		
6. Kanton Salifu Issifu (ED) Community Development Alliance (Atebubu BA)	Ensuring transparency participation of citizens in District Assembly capital projects.	Lack of involvement of the local people by the DA capital project has resulted in disagreements about location of projects at Akokoa, Kabunya, Sanwakyi and Kajeji	Projects 60% complete. A recent interface with Atebubu DA has resulted in a commitment to ensure adequate participation of citizens.
7. Alexis Dery Danikuu Centre for Development Initiatives (Adenta – GR)	(i). Ensuring timely release of common fund for local projects (ii) And also ensuring that contractors meet laid down procedures in the handling of projects at Baa Dapouh school block 2. Wa West District (A) Ensuring high quality work at a Day Care Centre at Wokora and (B) Wechiau Children’s Ward	Lack of timely release of funds from national level affecting completion of a CHPS Compound Nadowli district Lack of sign board from contractor detailing project that is being undertaken Lack of a quality gate at the Wokora Day CARE Centre Poor quality work at Wechiau Childrens Ward	Project stack at 50% level, because of delays in the release of common funds from Accra. Late release of Common Fund is a national advocacy issue that is being handled by the GSAM Accra office. New allies Project at 70% level. Following complaints to the District Assembly by CSO monitoring the project, the contractor has now complied and mounted the signboard detain the project. A). The project is now 90%. Following the concerns raised, a new quality gate has been replaced at the Day Care Centre. The centre, which is 90% complete, has been painted and it is awaiting handing over to the community. B).The Wechiau Project is 50% half way and has

			reached plastering stage Childrens ward at Wechiau platering stage
8. Patrick Amoateng-Mensah Centre for Dev. Of People (Kumasi A/R)	Enhancing citizens' participation in capital projects	Lack of involvement of the local people in capital projects	50% complete. Improvement in the level of citizen's participation in capital projects.
9. Gladys Gillian Naadu Tetteh Centre for Local Governance Advocacy (Accra G/R)	Ensuring the inclusion of citizens in the identification and selection of capital projects	identification and selection of capital projects	50% complete. ongoing advocacy campaign at the sub-national level
10. Seidu Musah Akugri Community Development and Advocacy Centre (Bolga U/E)	Ensuring inclusiveness in the identification, selection and knowledge of capital projects	None inclusion of citizens in the execution of capital projects a Bawku West And Garu Temppane:	The two projects are now 100% complete. Nevertheless, there is commitment by the two District Assemblies to get citizens more involved.
11. Robert Obiri-Yaboah CODESULT Network (Asankragwa – W/R)	A). Ensuring citizens participation in the DA capital process and B). The use of high materials in building projects:	A). Lack of citizens participation in the DA capital process and: B). The use of poor quality materials by contractors on DA projects	A). 100% complete. Amenfi Central - Agona Camp CHPS Compound 100% complete and handed over to the District Assembly. B). Wassa Bekwai CHPS Compound 100% complete. Issues raised in connection with the project include need for extension of electricity and road networks to the two facilities. The DA asked for formal request
12. Alandu Richard Foundation for Integrated Strategic Development (Sandema – U/E)	Ensuring high quality projects in the district	Lack of high quality capital projects in the districts	30% complete. ongoing with visible improvements in the quality of projects as a result of the intervention
13. Ahaji Osman Abdel-Rahman	Ensuring the participation of citizens in the DA processes in East Gonja	Lack of involvement of citizens in the DA	50% complete. Ongoing intervention with DA gradually involving citizens in its processes after

Ghana developing Communities Association (Tamale – N/R)		processes in east Gonja	engagement with the DA at the Town Hall meeting.
14. Enyonam Christine Kugbeadzor Global Action for Women Empowerment (Ho V/R)	Ensuring citizens participation in the selection and location of capital projects (Toilet facility)	Lack of involvement of the local community in the selection of location of project	100% complete. Agreed location with communities.
15. Cecilia Senoo Hope for Future Generation (Accra G/R)	Ensuring all contractual agreements on projects are met.	Lack of fulfilment of contractual terms in building projects at Awutu East Municipal assembly and Agona East District	Projects 80% complete. Interface meeting with the two Districts Assemblies has resulted in commitments from DAs and contractors to add KVIP facilities that were not part of projects.
16. Fanny Esi Atta-Peters Hopeline Institute (Madina Accra)	Ensuring citizens monitoring of capital project at Ayim	Lack of citizens monitoring of capital projects	70% complete. Citizens monitoring of capital project ensured that service provider returned to an abandoned at Ayim
17. Daphne Lariba Nabila Legal Resource Centre (Accra G/R)	Ensuring Timely Release of Project Funds Bole district (2 Projects) (A) Nokoyiri/Simaliyiri Semidetached Teachers Bungalow (B) Bale – CHPS Compound	Lack of funds delaying the execution of projects.	70% complete. Lack for funds to execute project. 30% complete. The Bole District Assembly has made commitments during a recent Town Hall meeting to make use of incoming funds to complete the two projects.
18. Franklin Asuo Map international Sunyani (B/A)	Ensuring Citizens participation in the identification and selection of capital project	Lack of involvement of the local people in the identification and selection of	50% complete. The advocacy intervention has resulted in the increasing involvement of the local people

		project leading to wrong project	
19. Abubakari Kawusada Northern Sector Action on Awareness Centre (Tamale N/R)	Ensuring citizens' education on contracting and building procedures in the Zabzugu district	There is general lack of information on building and contracting procedures in the Zabzugu district	30 % complete. Ongoing advocacy intervention on building and contracting procedures
20. Philip Bosomtwi Amoah Progressive Excellence Youth Organisation (Elmina – Central Region)	Ensuring Timely Funding of Projects Delayed funding	Projects at Abora Asebu Kwamankese District (1). Old Ebu CHPS and (2) Amossima 3 unit school Block on hold because of lack of funds. Asikuma Odoben Brakwa Meanwhile the (1). CHPS Compound at Amano Mante and Asenten are complete	The two projects at 50% level of completion but currently stalled because of lack of funds. The lack of timely release of funds by the central government is a national advocacy issue being addressed by the GSAM national office. 100% complete and handed over.
21. Abdallah Kassim Rural Media Network (Tamale N/R)	Ensuring Timely release of DACF A). Tolon District 1. Three unit classroom 2. New Clinic	Lack of timely release of DACF The two projects have just been selected.	15% complete. Key allies in the new government are being contacted at the national level to see how work on policy on fund release to the sub-national would be developed.
22. Agyapah Buah SCMP (Daboase W/R)	Ensuring gender inclusiveness in capital projects in <u>Wassa East</u> .	Lack of female participation in construction work relating to capital projects.	90% complete. Number of female construction employees in project sites being monitored has increased from nine (9) to eleven (11).
23. Azizu Issifu SODIA (Bechem B/A)	Ensuring clarity of project contracts	There is lack of clarity of contract documents on the	30 % complete. There is ongoing advocacy work on contract clarity and the

		roles communities	role of citizens and the DA is cooperating on that.
24. Louis Acheampong Social Support Foundation/RADNET (Obuasi A/R)	Ensuring security of market project at Adansi North (Fomena)	Lack of security at new market project in Adansi North	80% complete. Advocacy intervention led to the construction of a new fence wall around the new market
25. Wisdom Quaiku UNCSOND (Axim W/R)	Ensuring Transparency at I. <u>Wassa Amenfi East</u> A) BA Two storey 6 unit classroom block Ultra-modern maternity block I. <u>Ahanta West</u> (A) New Amafrom CHPS Compound (B). Agona Nkwanta Police Head Quarters	The interdiction of district assembly staff stalled	Project is 50% level. Currently stalled because of financial malfeasance. Interface with the District Assembly at the Town Hall meeting reveals that measures have been put in place to ensure transparency Project 100% complete and handed over to the DA. Police Head Quarters project at 90% level of completion.
26. David Bagonluri (Kaleo – Wa U/W)	Institutionalizing performance audit in the District Assembly system	Lack of institutionalization of performance audits in the District Assemblies	20 % complete. ongoing consultations with key national stakeholders
27. Emmanuel Nuetey Siakwa Youth and Women Empowerment (Odumase – Krobo E/R)	Ensuring citizens participation in the DA capital process in Krobo Odumase	Lack of involvement of citizens in the capital development process in Krobo Odumase district.	50% complete. Ongoing sub-national advocacy intervention at Krobo Odumase district.