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GHANA'S STRENGTHENING ACCOUNTABILITY MECHANISMS (GSAM) PROJECT

Year 3 – Second Quarter Report

(Period: 1st January 2017– 31st March 2017)



Submitted To: United States Agency for International Development/Ghana
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Frong Page Photo: Dissemination of performance updates at Fomena market in the Adansi North District of the Ashanti Region by RADNET/SSF.

LIST OF ACRONYMS

AAP	Annual Development 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
NCDM	Network of Community Development Monitor
PWLD	Persons Living with Disabilities
SA	Social Accountability
UK	United Kingdom
USAID	United States Agency for International Development

I. EXECUTIVE SUMMARY

The Second Quarter of Year Three of the USAID-funded Ghana's Strengthening Accountability Mechanisms (GSAM) project spanned the period January to March, 2017. **Key activities** that were planned for the quarter were, to a large extent, successfully implemented as summarized below:

- ✓ CSOs completed the dissemination of the GAS performance audit findings in 1,250 communities in the 50 GAS districts, bringing the total number of citizens reached, directly, to 70,227.
- ✓ District townhall meetings were organized in the four districts that could not hold these meetings during the previous quarter, bringing the total number of townhall meetings organized in the 50 SA districts since October 2016 to 50 and the number of citizens who have participated in these engagements to 3,055.
- ✓ Community durbars were organized in 613 communities to disseminate citizen-generated information on district assemblies' capital project performance and create space for citizens to share their views.
- ✓ Billboards displaying citizen-generated information on district assemblies' capital project performance were produced and mounted in 47 out of the 50 SA districts, whilst the radio discussions and jingles continued to be aired.
- ✓ The CSOs continued with the monitoring of the 100 capital projects that were selected from the 2015/2016 Annual Development Plans (ADPs) and followed up on the implementation of action points agreed during the interface meetings.
- ✓ The CSOs, together with citizens, commenced the second round of the generation of scorecards on district assemblies' capital project performance focusing on the newly selected capital projects.
- ✓ The consortium conducted a thorough assessment of the E-Platform and agreed on follow-up actions for retrofitting the e-platform to enable it to perform as expected.

Through these activities, the consortium recorded some **positive outcomes**, as captured below:

- ✓ Many citizens got the opportunity to participate in the preparation of the 2017-2021 District Medium Term Development Plans (DMTDPs) in their districts because the consortium has availed its community-level platforms to the district assemblies to hold consultations with citizens;
- ✓ Fifty-six percent (56%) of the projects that the consortium supported CSOs and citizens to monitor from the 2015/2016 ADPs of the 50 SA districts were completed on time and with appreciable quality;
- ✓ Citizens and the CSOs were largely satisfied with district assemblies' performance in terms of how the projects from the 2015/2016 ADPs were initiated, planned and awarded on contract and the benefits that are being or will be generated by those projects. They were also, to some extent, satisfied (54.4%) with how the projects were being executed;

- ✓ A number of issues bordering on the implementation of the 100 project capital projects from the 2015/2016 ADPs were resolved, which led to greater citizen satisfaction.

The **major challenge** faced was the political transition, which created a leadership gap that has slowed down decisions on capital project implementation. As such, many of projects from the 2015/2016 ADPs were yet to be completed and those contained in the 2016/2017 ADPs were yet to be awarded for construction to begin.

Among the key **lessons learnt** is that relying on assembly members, chiefs and other community leaders to relay information to citizens is inadequate and, as such, district assemblies need to intensify their use of other means of reaching out directly to citizens, such as townhall meetings, community durbars, radio broadcasts, billboards, social media, etc. Meanwhile, it has also been realized that district assemblies are willing to engage with citizens, but do not have the financial resources to organize regular townhall meetings.

The consortium, therefore, **recommends** to the USAID to consider engaging with the Government of Ghana on how funding can be secured for district assemblies to enable them organise and sustain the quarterly townhall meetings, where citizens can have the opportunity to engage with the authorities. The USAID should also impress on the Government to request district assemblies to continue with the implementation of capital projects that were started in the previous year from the 2015/2016 ADPs. These would contribute meaningfully to enhancing accountability and performance and also improve the wellbeing of citizens.

I. PROJECT BACKGROUND

The Ghana's Strengthening Accountability Mechanisms (GSAM) Project seeks to strengthen citizens' oversight of capital projects to improve local government transparency, accountability and performance in 100 districts of Ghana. CARE International in Ghana, IBIS in Ghana and Integrated Social Development Centre (ISODEC) are implementing the project in collaboration with twenty-seven Civil Society Organizations (CSOs) and other stakeholders.

This report highlights activities carried out in Quarter Two (January-March, 2017) of Year 3 of the project's implementation. It presents information relating to administration and project infrastructure, programme activities, as well as monitoring and evaluation. Information on project implementation challenges, lessons learnt for the period, conclusions and recommendations are also presented as part of the report.

2. ADMINISTRATION & PROGRAM INFRASTRUCTURE

2.1 Staffing

The M&E Officer for CARE at the Kumasi Zonal Office, Samuel Addai Boateng, was re-engaged as the new M&E Specialist for the GSAM Project, having gone through a competitive selection process. Mr Boateng has since assumed his new position and will be relocating to the Accra Office to join the rest of the Project Coordinating Team. Consequently, the vacant position of M&E Officer for the Kumasi Zonal Office was advertised and interviews conducted. The successful candidate would be engaged in the next quarter. CARE also recruited two new staff to fill the Zonal Project Officer positions in the Kumasi Zonal Office that had been vacant for a while. Aside this restructuring, the other staff on the project are at post and collaborating effectively with the 27 CSOs.

2.2 Other Program News

2.2.1 GSAM Annual Review Meeting

The consortium held a two-day review meeting to reflect on the project's implementation so far, review challenges, successes, lessons learnt and plan for the rest of the GSAM calendar year. The AOR for the project participated in this meeting and shared some highlights from the USAID. Key areas of the project that were discussed during the 2-day workshop included: GSAM's social accountability processes, development of scorecards, development of

performance updates, information dissemination processes – including jingles, radio discussions, billboards, etc. The team also discussed review of GSAM project indicators, data collection and reporting processes, current state of the E-Platform, advocacy initiatives, project co-ordination and linkages, CSO Partnerships and capacity building.

The team observed that many of the project activities that have so far taken place were, to a large extent, successful and in line with the project design. These include the training programs organized for the CSOs, DAs, and citizens in the use of ICT and social accountability tools for monitoring of capital projects implemented by District Assemblies. The team also acknowledged that whilst the establishment of the E-platform, the generation of scorecards in the various communities and other activities were progressing, some revisions were required.

2.2.2 Training on New Impact Evaluation Methodology

The project organized a five-day workshop on *Contribution Tracing* – an impact evaluation methodology that allows programme evaluators to gather evidence that supports (or is against) claims that they make about the impact of their programmes. The training forms part of a learning partnership between CARE International and Pamoja Evaluation Services from UK. Using contribution tracing, the consortium can better demonstrate how the USAID funded GSAM project is contributing to strengthening citizens oversight of capital projects and how that is leading to transparency, accountability and improved performance of local government authorities. The monitoring and evaluation team is now designing the framework that would be used by the consortium to undertake a pilot evaluation of the GSAM



project using the Contribution Tracing concept and methodology. The team has already organized a step down training for all 27 CSO partners of GSAM to build their capacity in the use of Contribution Tracing to support the pilot evaluation set to commence in June and completed by October 2017.

2.2.3 USAID Mission Director’s Field Visit to the GSAM Project

The GSAM Project Team had the privilege to host the outgoing USAID Mission Director to Ghana, Andy Karas and his team during a community level dissemination and dialogue on

capital project performance updates in Fomena in the Adansi North District of the Ashanti Region. Mr Karas interacted with Traditional leaders of Adansi Fomena, opinion leaders, market women associations, youth groups, network of CDMs, among others and witnessed how these groups of citizens engaged with the District Assembly regarding their issues.

The Mission Director indicated the US Government's commitment towards the project and reiterated the need for citizens' participation and voice in development issues especially at the community level.



Insert: Andy Karas in Interacting with Citizens and Traditional Leaders at Fomena, in Adansi North Districts of In Ashanti Region

2.2.4 Formation of Social Accountability Network by CSO in the Middle Zone

The Social Development and Improvement Agency (SODIA), one of the GSAM CSOs in the middle zone, led other implementing CSOs to form a social accountability network for the middle zone. The network seeks to build the capacity of CSOs to dialogue on capital project issues and serve as advocates at the local, regional and national levels even beyond the GSAM project intervention.

3. UPDATES ON PROGRAM ACTIVITIES

Updates on key activities planned for the second quarter of the third year of project implementation are presented under this section. The updates are organized under the three main objectives of the GSAM Project as follows:

3.1 Objective I: 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

CSOs have completed the dissemination of the GAS performance audit findings in the 50 GAS districts. Consequently, all 1,250 communities that were targeted in the 50 districts have received results of the GAS Audits and 70,227 number of citizens were reached directly. Table 1 presents the breakdown of citizens per sex and type of mechanism used.

Table 1: Distribution of Direct Participants of GAS Scorecard Dissemination by Sex

Type of mechanism	Number of citizens		Total
	Males	Female	
Community Durbars	32,849	25,279	58,128
Alternative Spaces	5,288	6,811	12,099
Total	38,137	32,090	70,227

3.1.2 Disseminate Bi-Annual Performance and GAS Audit findings through Radio Jingles and Discussions

The consortium and its CSO partners continued the live radio discussions and airing of jingles on DA capital project performance in both GAS and SA districts. This exercise is part of efforts being made to cover a wider population of citizens who could not be reached with information during the community level disseminations. So far, the airing of jingles and live radio discussions have been completed in 86 out of the 100 districts.

Airing of jingles and live radio discussions on citizen generated project performance updates are ongoing in the remaining 14 districts, i.e. Asuogyaman, Central Tongu, North Tongu, South Dayi and Biakoye districts on GAS findings and Sekyere Central, Lower Manya Krobo, Adaklu, Agotime Ziope, South Tongu, Nadowli, Wa West, Bole and Builsa South on citizen generated performance updates.



Insert: Radio panel discussions on DA performance at Cruz FM in Ashanti Region and Hi FM in the Eastern Region

Through phone calls, SMS and WhatsApp messages, many citizens joined in these discussions to share their views and frustrations with capital project implementation in their communities. Some of the citizens express their delight about the GSAM project and how it has awakened their consciousness and awareness to monitor DA capital projects for quality work delivery.

*“In the past, citizens had limited knowledge on capital projects. Today, citizens in Mpraem community have an increased knowledge on the development projects being undertaken by the assembly due to the GSAM project. We will continue to monitor a 3-unit classroom block being constructed in our community until completion by questioning the DA on construction issues – **Sammy, a caller from Akrofi community in the Wassa East District in the Western Region***

3.1.3 Publish Project Performance Update on Billboards in 50 SA Districts

Billboards displaying the outcome of citizens’ assessment of the performance of their assemblies in the planning and implementation of the 100 selected capital projects were produced and mounted in 47 out of the 50 SA districts, whilst efforts were still underway to mount billboards in Bole, Wa West and Nadowli Kaleo. Just as the performance updates, each board showcases the performance of a particular district assembly under the four

performance areas, i.e. Initiation and Planning of the Projects, Contractor Selection and Contracting, Execution of the Projects and Citizens' Perception of Project Benefits.

The purpose of this activity is to ensure that more citizens get access to information on District Assemblies capital project performance and be inspired to join hands in holding their assemblies accountable for the planning and implementation of capital projects in their communities. Consequently, the boards were produced in large sizes (8ftx8ft) and planted along busy streets, in front of district assembly offices and other locations that would make them visible to a large number of people. For instance, the billboard for Afigya Kwabre District can be sighted along the Kumasi-Techiman highway, close to Afrancho. Meanwhile, the billboards have also contributed to enhancing GSAM's visibility in the various districts and that of the USAID and the implementing partners.



Insert: Billboards mounted at Afigya Kwabre and Krachi East districts.

3.1.4 Publish and Distribute Project Performance Updates in Communities

Community durbars were organized in 613 communities to disseminate capital project performance updates and create space for citizens to share their views on the performance of their DAs. Cumulatively, community durbars have now been held in 676 communities in the 50 SA districts reaching, directly, 27,278 citizens (comprising 14,677 males, 12,601 females including 216 PWDs) with information on DA capital project performance, since the previous quarter.

Traditional leaders, assembly members, community development monitors, women groups, youth groups and persons with disabilities took active part in these durbars. Many of the citizens said they were happy to be receiving such information and that this was the first time that they had gotten the opportunity to discuss and ask questions about the performance of

the District Assembly in relation to capital projects. Two of such cases as quoted by citizens are as presented below:

“Before this dissemination exercise, we did not have access to this kind of information. Now we have been enlightened through the GSAM intervention to monitor capital projects as citizens. If this information had come earlier, we would have stopped shoddy works done by Contractors here in Kwatire. From now onwards, I will lead my people to monitor any project that will be implemented in my community” – **Nana Aidoo Turkson, Kyidomhene of Kwatire in the Sunyani West District of the Brong Ahafo Region** remarked during one of the dissemination sessions.

“We never thought, it is our own money that the assembly uses for development works they undertake in our community. But now that we know, we are going to make sure we monitor all projects that would be executed in our community from start to finish to prevent shoddy work delivery” -**Abass Abukari, Citizen, Gbambu**

The dissemination exercise coincided with the preparation of the 2017-2021 District Medium Term Development Plans (DMTDP). Hence, in some communities, the CSOs availed the GSAM platforms to district officials to gather citizens’ inputs into the preparation of their DMTDPs. The Planning Officer of Adaklu District in the Volta Region was full of praise to the GSAM project for providing them with the much needed platform for engaging citizens.

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

District Steering Committee (DSC) meetings were organized to review the 2016/2017 annual action plans and select new capital projects that would be monitored by citizens led by the Network of Community Monitors and CSOs. They discussed and settled on communities for the dissemination of capital project performance updates, as well as the sites for mounting of

billboards. In selecting the sites for mounting billboards, the key consideration was how accessible the boards would be to citizens.



Insert: DSC meetings in East Gonja in the Northern Region and Krachi East District in the Volta Region.

The DSCs also discussed issues bordering on capital projects being monitored in the 100 project communities and agreed on key actions to resolve bottlenecks. Table 2 contains some of the key issues that were discussed at some of the DSC meetings and the actions taken.

Table 2: Sample of Issues Discussed and Actions Taken At DSC Meetings

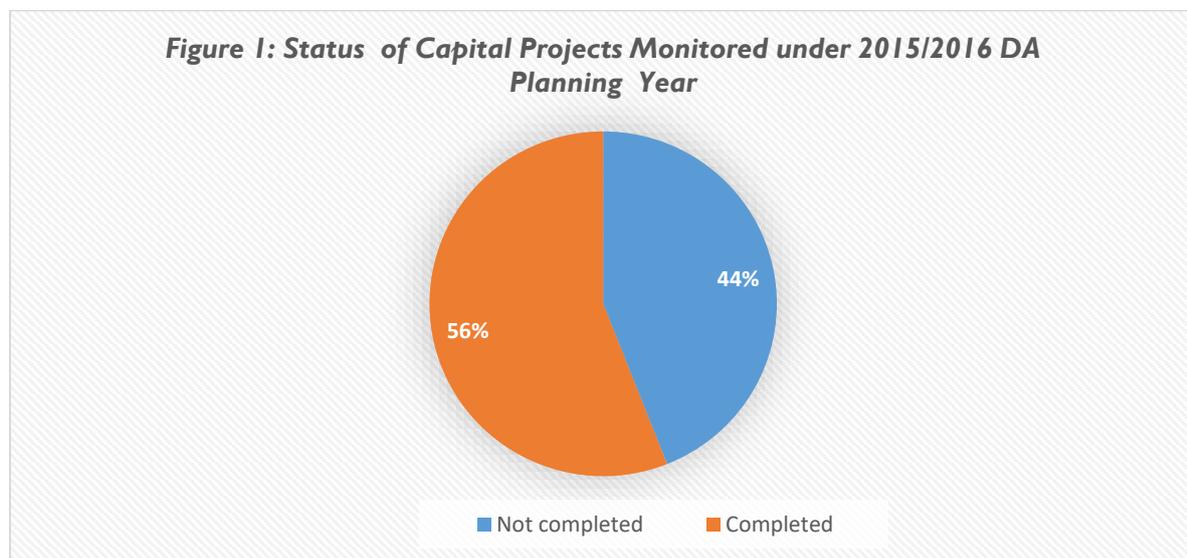
Issues	Actions Taken
Absence of signpost at the three-unit school block at Bodi in the Western Region	DA has asked contractor to provide the signpost.
Delay in the completion of Naama School project at Sekyere Central in the Ashanti Region	DA has asked the contractor to complete the project.
Serious cracks on the walls and the lack of a ceiling for the classroom block at Kalegu in the Zabzugu District of the Northern Region.	Contractor requested by assembly to address the issues by 10th March 2017 or face sanctions
Delay in the construction of Konkomada CHPS compound in the Garu Tempene District in the Northern Region	Opinion Leaders to meet with the contractor to ensure completion

Some of the DSCs also examined the effects of the change in government on the implementation of the GSAM project. For instance, new projects could not be awarded in many of the districts as District Chief Executives (DCEs) were yet to assume office and as a result, it was not possible to select projects for monitoring.

A number of DSCs were reconstituted during the meetings due to the exit of Assembly Members who were no more part of the assembly (because of the change in government) and the need to include community representatives and assembly members from communities where new capital projects have been selected for monitoring.

3.2.2 Support Community Monitors to Carry out Bi-Weekly Monitoring Visits in 50 SA Districts

The project supported CSOs and citizens to continue with the monitoring of the 100 capital projects that were selected from the 2015/2016 ADPs. By the end of the quarter, 56% of the projects that the consortium supported CSOs and citizens to monitor had been completed. The remaining 44% were not completed mainly due to the lack of funds from the District Assemblies as a result of the delays in the release of the District Assemblies Common Fund (DACF).



With the knowledge and skills given to citizens, particularly the Network of Community Development Monitors (NCDM), in DA planning processes and capital project monitoring, the consortium expects citizens in the 100 communities to continue to monitor capital projects in their communities, including the projects that were not completed from the 2015/2016 ADPs.

Meanwhile, as part of their monitoring, the CSOs followed up on the implementation of action points agreed at the community and district level interface meetings. The monitoring revealed that many of the issues identified during the previous quarters monitoring and discussed at the town hall meetings had been resolved whilst some are still receiving attention from the DA and contractors.

Below are some of the issues that have been addressed:

- In Wuratrem in the Wassa Amenfi Central District of the Western Region, sub-standard beams that were being used for the construction of the 3- unit classroom block have been replaced with the required quality of beams.
- In Nwane in the Krachi East District of the Volta region, the Assembly has provided electricity and furniture for the 3-unit classroom block as was requested and has handed over the project for use.
- Work is progressing on the CHPS compound at Bale in the Bole District of the Northern Region, following the release of funds by the District Assembly as promised. The project had initially remained at block laying stage for several months due to the lack of funds.
- The contractor for the CHPS Compound in Pipie No. 2 is reworking on the septic tank for the project, which had earlier been destroyed by heavy rains. In line with the community and the DSC's suggestions, the contractor is reinforcing the tank by constructing pillars in all 12 corners of the tank.

Going forward, the consortium would focus on supporting the CSOs and citizens to monitor the new set of capital projects that are being selected from the 2016/2017 ADPs.

3.2.3 Select New Capital Projects for Citizen Monitoring in 50 SA Districts

District Steering Committees, during their meetings, selected new capital projects from the 2016/2017 ADPs for monitoring in year three of GSAM implementation. However, in a number of districts, new projects were not selected, as the assemblies were reluctant to

proceed with that activity due to the absence of District Chief Executives (DCEs). Cumulatively, 57 new projects have now been selected in 34 districts since November 2016. The selection of new projects in the remaining districts would be done in the third quarter, hopefully after DCEs are nominated and confirmed. By June 2017, the GSAM project team would compile and submit to USAID a list of all newly selected capital projects and their details.

In communities where the new capital projects have already been selected, CSO partners have organized community durbars to educate citizens on District Assembly's development planning processes and the essence of monitoring capital projects which is to ensure quality of work. The community durbars served as a platform for DA Officials to provide information on the new capital projects such as the contract sums, names of the contractors, contract duration, among others and for citizens to share their views and commit themselves to monitor the capital projects.



L-R: Assembly member for Sreme/Anoe and Programmes Manager of GLOWA a partner CSO, Educating citizens on Selected Capital project at Kpedze in the Volta Region

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

The consortium, led by CARE, invited Ken Banks of CARE UK, an IT programmer/designer, to conduct a thorough operational assessment of the E-Platform, as it currently exists. The assessment revealed that whilst some efforts had been made by the consortium to get the E-Platform functional, some retrofitting is still required to get the key components of the system to function as expected. For instance, the consortium needs to digitize the CSO monitoring

and scorecards templates and develop dashboards to make the information generated by citizens and CSOs on DAs' capital project performance accessible to the public.

Consequently, the consortium held a two-day workshop, facilitated by Muhamed Bizimana also of CARE UK, to critically review the recommendations and agree on follow-up actions, as captured in the table 3.

Table 3: Follow up Actions on E-Platform

Task	Main Activities	Deadline
1. Pull all required information and templates together	<ul style="list-style-type: none"> ❖ All templates ready & tested ❖ All templates Signed-off 	1 st week of May 2017
2. Design of system	<ul style="list-style-type: none"> ❖ Development of System Charts ❖ Validation of the system chart ❖ Design of the various part of the system ❖ Testing of the system chart 	Mid-May 2017 to Mid-June 2017
3. Piloting of the System	<ul style="list-style-type: none"> ❖ Real time prototyping of the system ❖ Training on the use of system ❖ Deployment of the system 	Ending of July 2017

Please refer to Appendix 4 for a report on the conclusions of Ken's report, the efforts to implement the recommendations in the report through a 2-day workshop and the conclusions of the workshop; details of which indicates our strategies and action plans for the way forward.

3.3 Outcome 3: Increased use of Citizen-Generated Information on MMDA Capital Projects in 50 Districts.

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

District town-hall meetings were 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 to discuss the results of CSO and community scorecards on district assemblies capital project performance.

During the previous quarter, townhall meetings could not be held in those four districts due to political tensions, which have been defused since the end of the General Elections. This

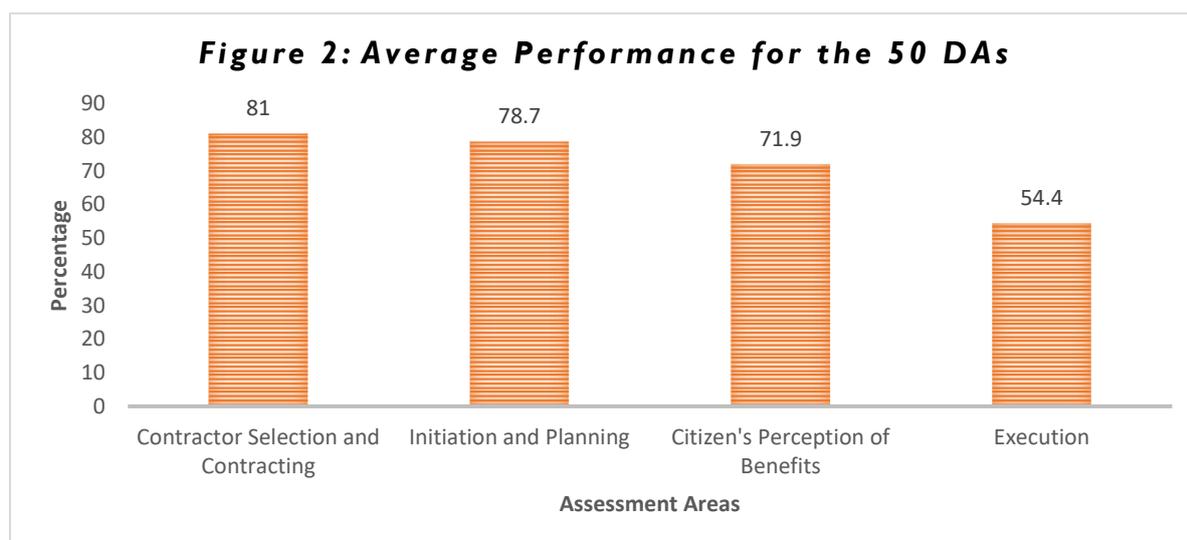
brings the number of townhall meetings organized since October 2016 to 50. In all, 3,055 citizens, comprising 1,953 males and 1,102 females have participated in these townhall meetings and they included DA administrative staff, opinion leaders, traditional leaders, religious leaders and other relevant district and community level stakeholders.

3.3.2 Generate citizens scorecards on District Assembly’s capital project performance in the 50 SA districts

The project analyzed the results of the first round of scorecards generated on DAs’ performance in the planning and implementation of the 100 capital projects that were selected from the 2015/2016 ADPs.

It emerged that citizens and the CSOs rated the district assemblies highly for adhering to the procurement procedures for contractor selection and contracting and the NDPC guidelines that require district assemblies to involve citizens and other relevant stakeholders in preparing their Medium Term Development Plans. They were largely satisfied with the benefits that were being or will be generated by those projects. In addition, citizens and the CSOs were, to some extent, satisfied with the performance of the district assemblies in the execution (timeliness, quality, etc.) of the 100 capital projects.

Figure 2 presents the average performance of the 50 DAs per each of the four assessment areas.



As shown in Figure 3, the districts with the highest scores were Suhum (93%), Zabzugu (92%) and Tatale-Sanguli (91%) whilst the districts that scored the lowest were Adansi North (45%), Sene East (42%) and Sefwi Akontombra (37%). Details of the scores for each of the 50 SA districts can be found in Appendix I.

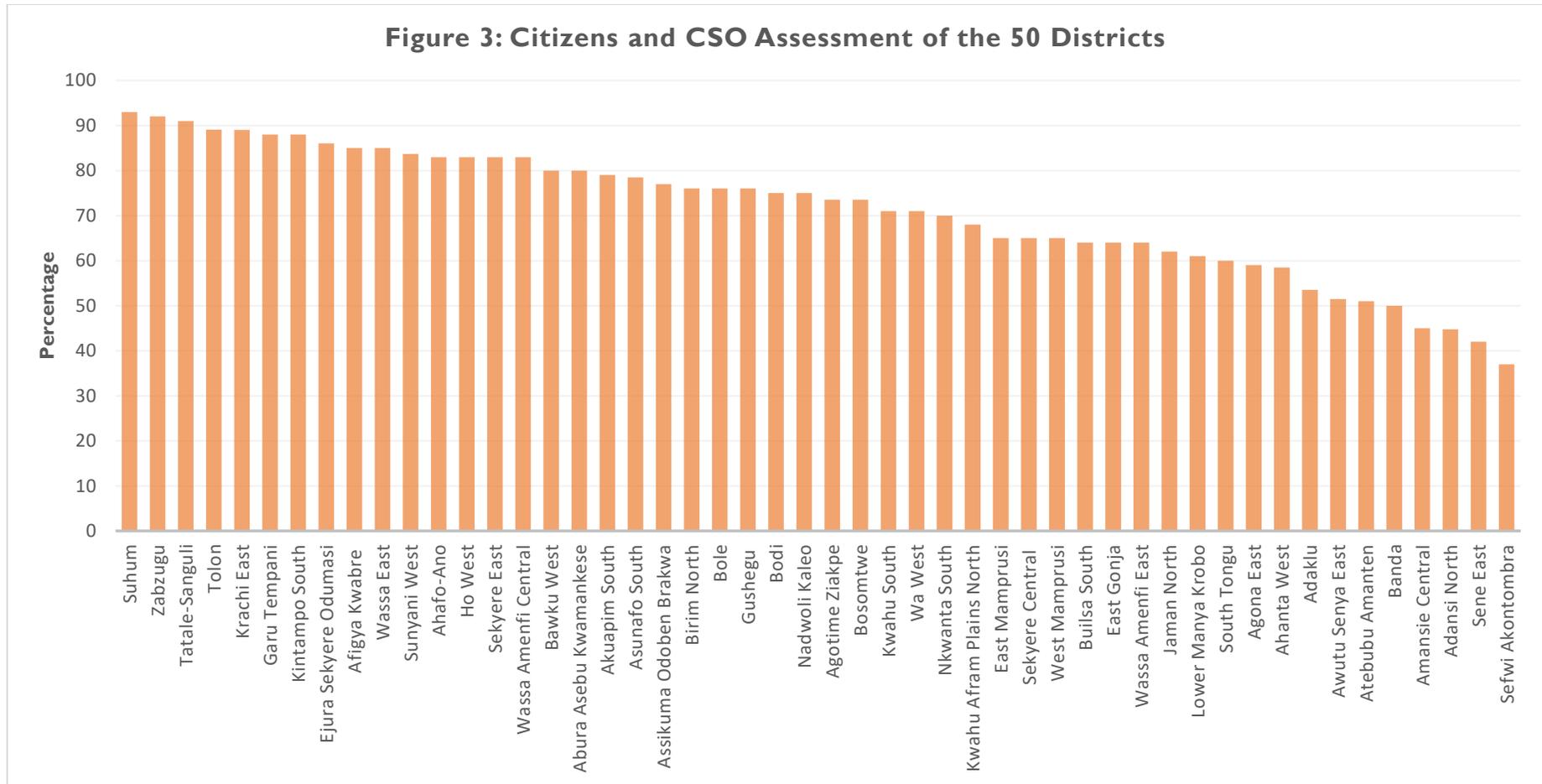
The second round of the generation of scorecards on district assemblies' capital project performance commenced during the period under review focusing on the newly selected capital projects. So far, CSOs and citizens have collaborated to generate community scorecards in East Gonja, Tatale Sanguli and Zabzugu districts in the Northern Region, Atebubu Amanten, Sene East all in the Brong Ahafo Region, Amenfi Central, Bodi, Sefwi Akontombra, Wassa East in the Western Region, Ewutu Senya East in the Central Region and Akuapim South in the Eastern Region.

A total of 996 citizens (583 males and 413 females including 5 PWDs) participated in the community scorecard generation during the quarter under review.



L-R: citizens of Affrefreso in the Sene East (left) & Kuyuli in the Tatale Sanguli (right) districts generating scorecards

Figure 3: Citizens and CSO Assessment of the 50 Districts



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 March 2017	Estimated Expenditure end of April 2017	Projected Expenditure end of May 2017	Projected Expenditure end of June 2017	Projected Cumulative Expenditure end of June 2017	Balance end of June 2017
\$	\$	\$	\$	\$	\$	\$
5,622,859.82	4,178,797.69	176,723.25	190,927.83	293,033.50	4,839,482.26	783,377.56

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 by 5th May 2017. 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 third quarter of the third year of GSAM implementation (and their reference to the project's Technical Narrative) include:

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. Complete 2nd round of citizen scorecard generation 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 dissemination of bi-annual performance updates through radio announcements and discussions in the 50 SA districts (refer to Activity 1.9 & 3.3)

A detailed workplan for the third quarter is attached as appendix 2.

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%	Indicator is updated annually. Figures presented represents percentage achievements as at September 2016. It will therefore be updated at the end of the 3 rd year.
2	Percentage of citizens who have knowledge on capital projects undertaken in their communities	17.7%	40%	30%	26.7%	89.0%	Indicator is updated annually. Figures presented represents percentage achievements as at September 2016. It will therefore be updated at the end of the 3 rd year.
3	Percentage of citizens who have participated in the last annual development planning sessions.	26%	40%	35%	27.8%	79.4%	Indicator is updated annually. Figures presented represents percentage achievements as at September 2016. It will therefore be updated at the end of the 3 rd year.
4	Percentage of citizens who say that their DAs met with them to build consensus or provide information	0	40%	30%	12.9%	43.0%	Indicator is updated annually. Figures presented represents percentage achievements as at

	about issue concerning selected capital projects.						September 2016. It will therefore be updated at the end of the 3 rd year.
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%	Indicator is updated annually. Figures presented represents percentage achievements as at September 2016. It will therefore be updated at the end of the 3 rd year.
6	Percentage of capital projects being monitored with community score cards/report cards	0	30%	20%	10.9%	54.5%	Indicator is updated annually. Figures presented represents percentage achievements as at September 2016. It will therefore be updated at the end of the 3 rd year.
7	Number of communities that have received reports of GAS performance audit findings of capital projects	0	1250	1,250	1,250	100%	None
8	Number of communities that have received reports of citizen score cards results on capital projects	0	1,500	1,500	676	45%	Dissemination is ongoing. It is expected that; 1500 communities would have been reached at the end of the 3 rd year.
9	Number of bi-annual capital project performance updates developed, published and distributed using information from the E-Platform	0	300	200	50	25%	Project performance updates have been developed, published, and distributed being distributed in all 50 SA districts. The consortium plans to have 2 rounds of scorecard generations before the end of year 3 to make up for the gap created as

							results of delays in project start up activities.
10	Number of district steering committee members/citizens that employ ICT in monitoring capital projects in the 50 SA districts	0	1350	1350	1,357	100.5%	Disaggregation by Gender: Male=793 , Female =557
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
12	Number of CSOs receiving USG assistance engaged in advocacy interventions.	11	38	38	27	71%	All 27 partner CSOs have receive 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.
13	Number of local mechanisms supported with USG assistance for	0	8	8	6	75%	CSOs used town hall meetings, community scorecards, radio

	citizens to engage their sub - national government						jingles, alternative spaces, printed materials and group discussions as mechanisms to engage their sub-national governments. The other two mechanisms (E-platform and policy briefs) have not yet 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 under listed measures collect and report on reliable data on project deliverables during the next quarter:

Routine Monitoring and Data Gathering: The consortium will continue its routine monitoring and site visits to project communities in the next quarter. The consortium will intensify its 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.

Standardization of data collection approaches: The consortium will continue to ensure standardization of data collection and reporting among its CSO partners.

Routine Data Verification: Data submitted by partner CSOs will routinely be verified to ensure that, they conform to USAIDs data quality standards.

7. IMPLEMENTATION CHALLENGES / PENDING ISSUES

The major challenge faced during the quarter under review was that the change of government had led to a leadership gap (i.e. unavailability of District Chief Executives) in the districts, which slowed down decisions on capital project implementation. Even though District Coordinating Directors (DCDs) were acting in their stead, decisions regarding the award of new contracts and payments to contracts could not be made.

For instance, majority of the projects contained in the 2016/2017 ADPs were not awarded for construction. As a result, DSCs in some districts could not select new projects for monitoring, as has been indicated in some sections of this report. Again, work on some projects came to a standstill because contractors had not received payments, which is one of the reasons why 44% of the projects that were being monitored from the 2015/2016 ADPs were not completed.

8. LESSONS LEARNT

Presented below are the key lessons learnt by the consortium and its CSO partners by the end of the second quarter of the third year:

- i. Prior to the GSAM project, District Assemblies relied mainly on assembly and unit committee members, traditional authorities and some opinion leaders to provide information to citizens on capital projects. However, many citizens remained poorly informed about capital projects because these leaders mostly failed to relay such information to citizens. With the opportunities provided by the GSAM project such as the townhall meetings, community durbars, radio broadcasts, billboards, etc. many citizens now claim to have appreciable knowledge on capital projects in their communities. Therefore, the project has found that the traditional methods of relaying information to citizens are inadequate and, as such, DAs need to strengthen the other means of reaching out to citizens.
- ii. District assemblies are willing to engage citizens through activities such as town hall meetings and district budget hearing but are not able to do so due to financial constraints. Therefore, the town hall meetings being organized as part of the GSAM project have provided the DAs the opportunity to engage with their citizenry in line with their mandate.
- iii. It was realized that when citizens are involved in the planning and implementation of capital projects, they are more likely to assume ownership and play a lead role in managing those projects. This is because in some of the communities the citizens devised some mechanisms to ensure the proper use and management of the completed projects. For instance, in Wawase in the Afigya Kwabre District of the Ashanti Region, the community formed a seven-member committee to oversee the use of the newly constructed community centre. The committee has since gone ahead to specify charges for various functions that will be held at the centre.

9. CONCLUSION

Key activities that commenced in the previous quarter and were scheduled to be completed during the second quarter of the third year were implemented as planned, notably the dissemination of audit findings in the GAS districts through community durbars and alternative spaces and the outstanding townhall meetings in the SA districts. Other activities, such as discussions and airing of jingles on radio, holding of community durbars to disseminate performance updates to citizens and the mounting of billboards with citizen-generated information on District Assemblies' capital project performance were implemented successfully. However, the selection of capital projects, as mentioned, could not be completed and would continue in the next quarter.

Also, following from the discussions and action points agreed on the E-platform, the Consortium would commence work on retrofitting the platform to enable it function as desired.

10. RECOMMENDATIONS

The consortium recommends that:

- i. The USAID should consider engaging the Government of Ghana to explore possibilities of providing adequate financial resources to district assemblies to organize quarterly townhall meetings where citizens and DAs can engage on developmental issues such as health, education, infrastructure, etc. Such meetings would promote transparency and accountability in local governance and make DAs more responsive and efficient in addressing the needs of citizens.
- ii. The USAID should impress on the Government of Ghana to ensure that District Assemblies continue with the implementation of capital projects that were started in the previous year from the 2015/2016 ADPs. As indicated in sections of this report, many of the projects monitored by citizens and CSOs were not completed and citizens are harboring the fear that some of these projects would be abandoned by the District Assemblies due to the change in government.

Appendix I: Citizens/CSOs Assessment of District Assemblies Capital Project Performance for 100 Selected Projects from the 2015/2016 ADPs

Region	Name of District	Performance Areas				District Overall Score
		Initiation and Planning	Contractor Selection and Contracting	Execution	Citizen's Perception of Benefits	
Eastern	Suhum	93	100	78	100	93
Northern	Zabzugu	90	100	76	100	92
Northern	Tatale-Sanguli	100	100	95	67	91
Northern	Tolon	100	86	80	90	89
Volta	Krachi East	100	98	64	94	89
Upper East	Garu Tempani	100	100	60	93	88
Brong Ahafo	Kintampo South	92	92	70	98	88
Ashanti	Ejura Sekyere Odumasi	88	83	78	95	86
Ashanti	Afigya Kwabre	100	96	66	79	85
Western	Wassa East	100	80	70	90	85
Brong Ahafo	Sunyani West	73	82	79	100	84
Ashanti	Ahafo-Ano	81	80	81	90	83
Volta	Ho West	85	96	58	93	83
Ashanti	Sekyere East	76	97	72	86	83
Western	Wassa Amenfi Central	100	60	72	100	83
Upper East	Bawku West	88	95	41	96	80
Central	Abura Asebu Kwamankese	90	100	50	80	80
Eastern	Akuapim South	88	96	56	78	79
Brong Ahafo	Asunafo South	81	100	50	83	79
Central	Assikuma Odoben Brakwa	80	100	44	85	77
Eastern	Birim North	80	83	39	100	76
Northern	Bole	100	86	69	50	76
Northern	Gushiegu	100	81	24	100	76
Western	Bodi	94	81	36	50	75
Upper West	Nadwoli Kaleo	100	94	81	25	75
Volta	Agotime Ziakpe	94	90	77	33	74
Ashanti	Bosomtwe	88	92	55	59	74
Eastern	Kwahu South	58	92	43	91	71
Upper West	Wa West	100	73	85	25	71
Volta	Nkwanta South	50	83	50	96	70
Eastern	Kwahu Afram Plains North	75	68	29	100	68
Northern	East Mamprusi	100	90	70	50	65
Ashanti	Sekyere Central	88	92	21	58	65
Northern	West Mamprusi	100	90	70	0	65
Upper East	Builsa South	33	62	60	100	64
Northern	East Gonja	71	47	84	54	64

Western	Wassa Amenfi East	50	100	26	81	64
Brong Ahafo	Jaman North	50	80	50	67	62
Eastern	Lower Manya Krobo	61	50	50	85	61
Volta	South Tongu	100	80	60	0	60
Central	Agona East	45	75	25	92	59
Western	Ahanta West	50	90	33	61	59
Volta	Adaklu	82	80	42	10	54
Central	Awutu Senya East	38	60	17	91	52
Brong Ahafo	Atebubu Amanten	70	50	43	77	51
Brong Ahafo	Banda	40	80	23	55	50
Ashanti	Amansie Central	50	25	42	63	45
Ashanti	Adansi North	58	41	38	45	45
Brong Ahafo	Sene East	30	56	25	57	42
Western	Sefwi Akontombra	75	35	14	25	37

Appendix 2: GSAM Year 3 Quarter 3 Work-Plan (April 2017 – June 2017)

Activity	Schedule			Implementation Note
	April	May	June	
1. Select capital projects for citizen monitoring in 50 SA districts				Implementing CSOs are required to select new projects for monitoring. But to keep an eye on uncompleted projects that were monitored during the 2015/2017 year. It is expected that, the network of community development monitors trained as part of the project implementation will take over and ensure effective monitoring of these projects. This activity is long overdue even though some CSOs have already selected.
2. Support community development monitors to carry out monitoring visits in 50 SA districts				CSOs are required to monitor the new selected projects from initiation through to handing over. Don't wait till sod cutting before monitoring commences.
4. Generate quarterly citizen scorecards on District Assembly's capital project performance in the 50 SA districts				CSOs are to generate scorecards on the 2 new selected projects selected
5. Organize community interface meetings to discuss scorecard findings				CSOs are required to organize community interface meetings to verify and agree scorecard findings before the Town hall meetings
5. Organize quarterly town-hall meetings to facilitate dialogue on MMDA performance in the 50 SA Districts				CSOs are required to organize town hall meetings on Scorecards generated from the 2 projects. This activity should happen before the end of the quarter.
6. Train Network of Community Development Monitors				CSOs are expected to Train NCDMs for the 2 projects where capital projects are selected
7. Disseminate bi-annual performance updates through radio announcements and discussions in the 50 SA districts				CSOs are expected to complete the dissemination of project performance updates (PPU) through radio jingles and discussions. This activity should be completed by end April 2017
8. Disseminate bi-annual capital project performance updates to communities through community meetings in the 50 SA districts				CSOs are expected to complete the dissemination of Project performance updates(Scorecards for SA districts) from the previous round of scorecard generation.

				-the current round of PPU's shall be disseminated when completed
14. Use social media platforms for citizens in the targeted 50 districts to voice their concerns and share experiences				Discussions are on-going to ensure the effective implementation of this activity. Meanwhile CSOs are required to create district level WhatsApp Platforms involving key stakeholders and zonal project officers.

Appendix 3: Success Story

Heading: “Now our children have a good school”



Photo: children of Attakrom playing in front of the recently-completed classroom block

For several years, children in Attakrom, a small farming community in the Sunyani West District of the Brong Ahafo Region, had to attend classes in temporary sheds or travel to nearby communities to attend school. This meant that anytime there was a storm or rain, classes had to be halted abruptly as both teachers and pupils escaped to the nearest house.

“Now, our children have a good school and they attend classes in these new classrooms,” says Asomah Adjei, a 76-year old farmer and opinion leader in the community. He and other citizens are not only excited about the new classrooms but the role that they played in ensuring that a good school was provided for their community.

Through the USAID-funded Ghana’s Strengthening Accountability Mechanisms (GSAM) project, a civil society organization working in the area – MAP International – worked with the citizens to monitor the classroom project when it was being constructed and they had a number of interface meetings with the Assembly and the contractor to address areas of concern.

“We were visiting the project often to see how work is going on and we discussed our issues with the Assembly. We even supported the contractor by weeding the place,” Mr Adjei narrated. He said one of the issues that they raised was about the absence of a disability

friendly passage for pupils with physical disability and the assembly responded positively to their concern.

“The contractor came later to construct a passage for the disabled,” he said, pointing to that portion of the classroom block. The farmer also pointed, proudly, to another classroom block that is being constructed next to the newly-completed classroom block as another example of how their engagement with the assembly had yielded some results for the community.

“During one of the GSAM meetings, we pleaded with the District Chief Executive to provide us more classroom blocks because pupils from classes one to six are sharing the space in the three-classroom block and he agreed. So they came and started building the new one,” he said.

The Assembly Member for the Gyaase Electoral Area, Hon. Seth Yeboah believes that the community’s role in monitoring the construction of the three-classroom project and sharing their feedback helped to make the school project a success because it was completed in time and of appreciable quality.

He noted that previously citizens showed little or no concern when projects were being executed in their communities because they considered the projects as ‘abaen die’ (government’s projects). In the absence of citizen involvement, projects were sometimes poorly constructed or abandoned.

“But since the MAP people brought this GSAM initiative, the people have shown a lot of interest in the projects in their community and have been participating in meetings to discuss the projects,” he said.



Photo: The Assembly Man pointing to the shed that use to serve as the only classroom in the community. Next to him is Mr Adjei.

**Appendix 4: Summary Report on E-Platform Assessment and way forward
workshop**
**REPORT ON A TWO-DAY WORKSHOP ON THE GSAM E-PLATFORM-
GSAM**

1.0. Introduction

The e-platform is one of the critical components of CARE Ghana's GSAM project, serving as the "innovative" aspects of the project. It is expected that, the e-platform provide citizens easily accessible web-based platform to upload and find real-time information on capital projects in the districts. The platform is also expected to aggregate information from community scorecards, citizen report cards; and independent feedback through pictures, videos and voice recordings. It is the expectation that, the platform will also link to databases of the target districts, the LGSS and GSAM MIS to bring about real-time corrective measures on reported cases of breaches of MMDAs regulations, thus serving as the data management repository of the project.

So far, the facilities hosting the e-platform have been installed in all 50 DAs while partner CSOs have also been trained in ICT for monitoring and equipped with Samsung Galaxy Tablets to facilitate real time data collection and upload of citizen-generated information (in the form of scorecards, etc.) unto the e-platforms. ISODEC also set up the system to receive information from monitors.

However, after two and half years of project implementation, the e-platform is yet to function fully as the repository for data storage, analysis and reporting on the GSAM project. Stakeholders are unable to access information on the platform, despite the attempts that have been made by the consortium (led by ISODEC) to get the system to operate as desired.

As a result of these challenges, Ken Banks, an entrepreneur in residence at CARE UK, was consulted to provide technical assistance in diagnosing the root cause of the challenges and to recommend ways of ensuring full functionality of the e-platform. Ken Banks, in his diagnosis, identified both management and technical problems as the key issues responsible for the persistent challenges and provided recommendations for addressing these challenges.

2.0. Purpose of the Workshop

As a follow up to the diagnostic assessment on the status of the GSAM E-Platform by Ken Banks, the consortium organized a 2-day workshop for the leadership of the GSAM consortium to critically analyze Ken's report, agree on a way forward and assign roles and responsibilities for effective implementation. This workshop was facilitated by Muhamed

Bizimana (STTA on GSAM and one of the key hands that developed the GSAM technical proposal to USAID).

3.0. Agenda

- ❖ Review of current state of the e-platform
- ❖ Agreeing on the Architecture of the e-platform
- ❖ Agreeing on way forward actions, timelines, roles and responsibilities for the design and management of GSAM e-platform.

4.0. Participants

No.	Name	Designation
1.	Clement Tandoh	Chief of Party, GSAM
2.	Dr Yakubu Zakaria	Policy and Advocacy Specialist, GSAM
3.	Mohammed Nurudeen Salifu	Communication Specialist, GSAM
4.	Samuel Addai Boateng	Monitoring & Evaluation Specialist, GSAM
5.	Josephine Bonsu	Intern, CARE Ghana
6.	Keita Rose Atkinson	Governance Programme Director, Oxfam IBIS
7.	Elkanah Odembo	Country Director, CARE Ghana
8.	Bishop Akologo	Executive Director, ISODEC
9.	Ernest Tay Aworsah	Finance and Administration Director, ISODEC
10.	Muhamed Bizimana	Governance Advisor, CARE UK
11.	Afare Elvis	Internal Auditor, CARE Ghana
12.	Collins Boafo	ICT, Communication and Knowledge Management Coordinator, NGGA

5.0. DAY ONE

Discussions on the first day centered on the current state of the E-platform and the original idea around the E-Platform.

5.1. Original Idea of the E-Platform from ISODEC

Bishop Akologo (Executive Director of ISODEC) presented the following as the main components of the E-platform as conceptualized during project inception:

- ✚ **Database** – basic information about the assemblies, their profiles and information on the projects that we are monitoring
- ✚ **Video Conferencing** – to be used for training and monitoring to avoid having to drive to the field for training sessions. The video component was also intended to be used for interactions between the consortium and the assemblies and DAs.
- ✚ **Interface:** For DAs, the consortium and communities to SMS their concerns (interaction with the assembly). The interface was also intended to serve as a tool for the digitized scorecards that will be used to capture and report on data on real time basis.

According to Bishop, the budget for the e-platform suffered some cuts during the proposal process and this affected the delivery of aspects of the platform, especially the interface components that had to do with the tools.

5.2. Key Observations from Day One

After comparing the original idea of the E-platform with Ken's recommendations, the following observations were made:

- ✚ The report does not challenge the concept of the e-platform, but rather recommends how to ensure that the relevant aspects of the platform work to expectation.
- ✚ The e-platform remains central to the GSAM project
- ✚ Due to the limited budget available for the development of the platform, attention needs to be focused on relevant components that maximizes results in terms of data collection, analysis and reporting using the limited resources.

Upon further deliberations and discussions, the following were arrived at, as the key components of the platform:

- ✓ Visualisation of project area
- ✓ Score carding repository
- ✓ Crowdsourcing: Public feedback on Local Government Services
- ✓ Project Information Management Database
- ✓ GSAM Information & Feedback

Details of the inputs (forms) and outputs (reports) for the various components were discussed as part of the agenda for day two.

6.0. DAY TWO

The consortium spent the second day of the workshop discussing and unpacking the inputs, outputs, responsibilities and timelines for developing the various components of the platform, as presented in tables 3.1, 3.2 and 3.3.

6.1. Component, Inputs and Outputs of the E-Platform

Table 3.1

Components	Input	Output
✓ Visualisation of Project Area	<ul style="list-style-type: none"> • District: Profile (Name, District capital, population, economic activity, poverty levels etc.) • Community: Name, GPS coordinates • CSO: Name, operational Area expertise/focal area, etc. • Capital project Information: (name, type, value, contract, source funding, duration. etc.) • Stakeholder Information: (local leaders, steering committee, opinion leaders): Name, pictures, positions etc. • GSAM Project overview (project goal, objectives and theory of Change) • Profile of project staff (Name, picture, Job function, profile etc.) 	<ul style="list-style-type: none"> • Map of Project Location • Stakeholder profile • CSO profile • Brief capital project overview. • project Protect overview brief GSAM contacts • Staff Profile
✓ Score-carding Repository	<ul style="list-style-type: none"> • Citizens monitoring scorecard • CSO Monitoring Scorecard • Feedback templates • WhatsApp feeds/ summary template • SMS feeds capturing citizens perceptions • Facebook feeds 	<ul style="list-style-type: none"> • Dashboard of Key CSO and citizens scorecard results • District Project Performance updates • Citizen feedback (satisfaction) on public services delivery • Citizen perception on capital project • Video/picture gallery

✓ Crowdsourcing: Public feedback on Local Government Services	<ul style="list-style-type: none"> • Template of feedback collection • Channels of feedback 	<ul style="list-style-type: none"> • Feedback report • Chart of services • Responsiveness • Citizen perception per service
✓ Project Information Management Database	<ul style="list-style-type: none"> • Reports: Monthly, Quarterly, Annually • Newsletters • Partners information: MOU, contract, financial reports • Reports of events • M & E update/ data 	<ul style="list-style-type: none"> • Summary Reports: visual forms • Summary of Resource utilisation • GSAM KPI status
✓ GSAM Information & Feedback	<ul style="list-style-type: none"> • Template for quarterly events • Template for GSAM quarterly work plan • Template for monthly activity plan • Template for feedback surveys • Input photo of key event; 	<ul style="list-style-type: none"> • Project Implementation status • Calendar of events • Public feedback • D. A response rate contact for feedback • Photo gallery of key events

6.2. Who to Feed Information

Table 3.2

Component	What feed	Who
1. Visualisation of Project Information	<ol style="list-style-type: none"> 1. District/Community profiling 2. Project information 3. CSO/Stakeholders information 4. GSAM contacts information 	<ol style="list-style-type: none"> 1. Dr. Zak 2. M&E Specialist 3. Dr. Zak 4. Communications Specialist
2. Scorecarding	<ol style="list-style-type: none"> 1. Completed forms (data collection) 2. Feedback forms 	<ol style="list-style-type: none"> 1. M&E Specialist(working CDMs) and Comm. Specialist
3. Crowdsourcing	<ol style="list-style-type: none"> 1. WhatsApp feed 2. SMS feed 3. Blog 4. Video/ Picture/ Gallery 	<ol style="list-style-type: none"> 1. Communications specialist and 2. Bishop
4. Project information Management Database	<ol style="list-style-type: none"> 1. Reporting template 2. Newsletters update 3. Event report template 4. Partners information: MOU + contracts + report 5. M&E data collection forms or input 	<ol style="list-style-type: none"> 1. M&E specialist 2. Communication specialist 3. Communication specialist 4. Chief of Party

	6. Blogs	5. M&E Specialist 6. Communication & Bishop
5. GSAM Information Feedback	1. Template and events 2. Monthly action plan 3. Beneficiary feedback survey 4. Photo and video	1. Communication Specialist/ Dr. Zak 2. COP + M & E specialist 3. M & E Specialist + Dr. Zak 4. Communication + Bishop

6.3. Coordinating Roles & Timelines

Table 3.3

Task	Activities	Responsibility	Deadline
4. Pulling together all the required information collection templates	<ul style="list-style-type: none"> • Invite/call for meetings • Templates ready & tested and signed off 	-Tay -Nurudeen -Bizimana RP:Antoine	1 st week of May 2017
5. Design of the system	<ul style="list-style-type: none"> ❖ System Charts <ul style="list-style-type: none"> ✓ Validation of the system chart ✓ Design of the various part of the system ✓ Testing of the system 	-Nana Tandoh -Bishop RP:Antoine	Mid-May 2017 to Mid-June 2017
6. Piloting of the system	<ul style="list-style-type: none"> ❖ Real time prototype of the system ❖ Training on use of system ❖ Deployment of the system 	-Nana Tandoh -Tay -Bishop	31 st July 2017
Coordination/ Accountability for effective implementation		Mr Tandoh (Chief of Party)	

7.0. Key Observations Following the Two-Day Workshop

At the close of the workshop, there seemed to be a clear idea and understanding of what was expected under each of the components of the E-Platform and an agreement on the responsibilities for ensuring the functionality of the platform.