

SEND Ghana DOWNWARD ACCOUNTABILITY Implementation Guide:

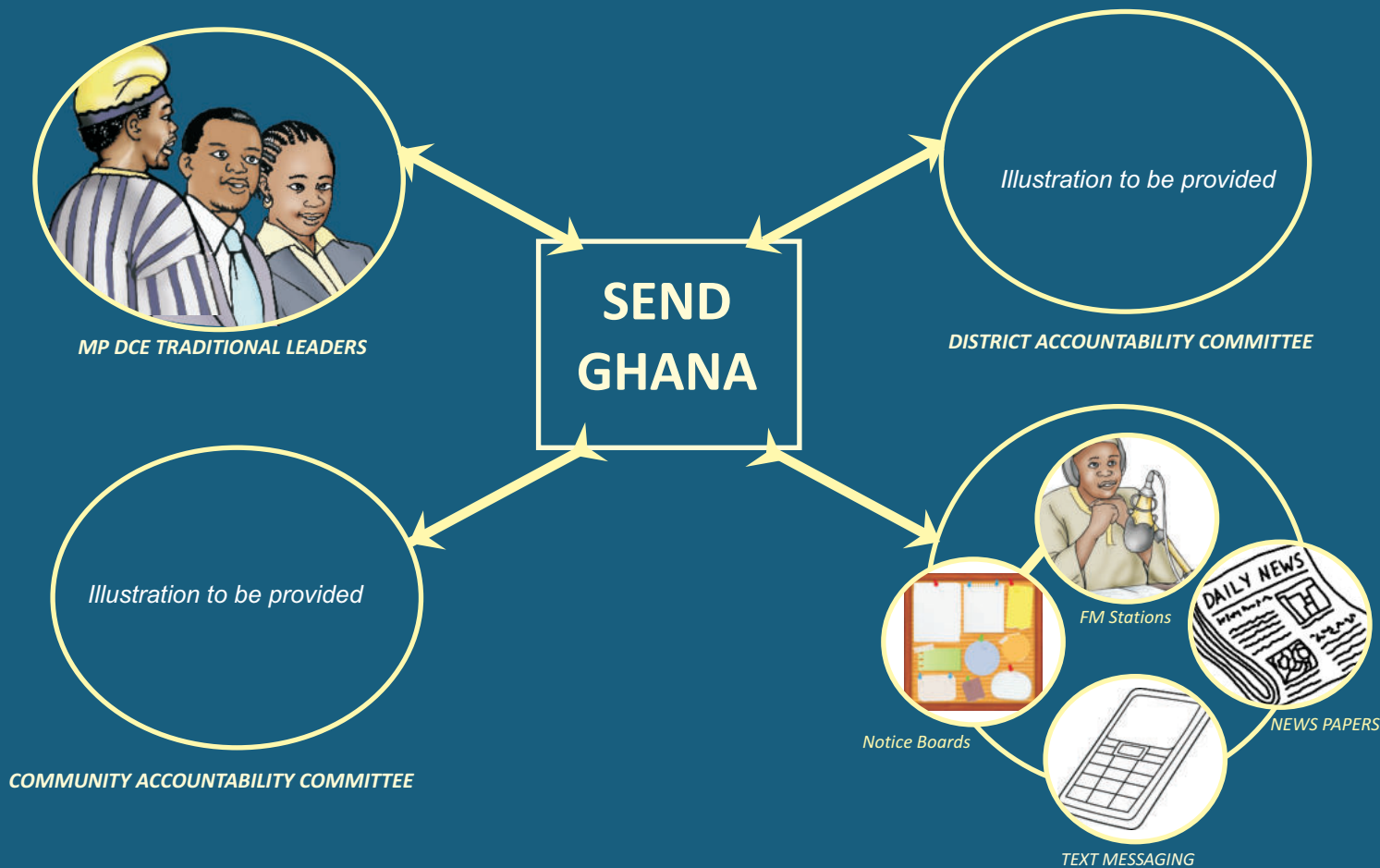




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Preface

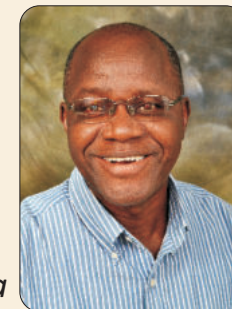
Very often when projects pursue accountability the target is government and its functionaries at national, district and community levels. Hardly, do projects seek to promote accountability of development NGOs to the poor women and men whose social, economic and political well being CSOs exist to improve. Like government agencies, development NGOs tend to prioritize “upward” accountability responding to their external partners and donors demands.

SEND-Ghana and Credit Union Association of Ghana,(CCA) the two partners leading the implementation of FOSTERING, believe that up-and- downward accountability are complementary; to facilitate one without the other minimizes the contribution of accountability to development projects such as FOSTERING.

SEND Ghana is indebted to the Canadian Department for Foreign Affairs, Trade and Development (DFATD) and Canadian Co-operative Association(CCA) willingness to support this

innovation in FOSTERING. We are grateful to SEND Sierra Leone for sharing its experiences in piloting downward accountability with SEND Ghana. The FOSTERING Team is commended for developing this manual and its commitment to mainstream downward accountability in the project implementation.

With this booklet, I hope our principals and stakeholders will be empowered with skills and confidence to hold SEND and CUA accountable for the financial resources and development outcomes of the FOSTERING. Finally it is my expectation that mainstreaming downward accountability in FOSTERING will be a worthwhile learning experience for all stakeholders especially our principals



Siapha kamara
CEO, SEND West Africa

1. Definitions

Accountability: The process of getting FOSTERING staff to take responsibility for the implementation of the planned activities

Downward accountability: The act of being answerable to project principals and stakeholders at district and community levels

Principals: Direct beneficiaries of the project, for example the gender model families, farmers, coops and credit union members

Stakeholders: Implementing partners with whom SEND has MOUs, for example District Assemblies, Non Formal Education Department or Department of Co-operatives

Commitments: The obligations of SEND and CUA staff in the execution of the planned activities of the project

1. Introduction:

Why Downward Accountability in FOSTERING?

- Build trust, confidence and enthusiasm in the relationships with stakeholders; Increase stakeholder ownership and participation in planned activities and
- Enhance impacts and sustainability of the project outcomes

The purpose of this manual is to ensure that there exist uniformity in the implementation of the downward accountability activities in FOSTERING. This manual will guide staff, stakeholders and principals to operationalize and sustain downward accountability activities throughout the lifespan of FOSTERING.

3. Principles Informing Downward Accountability

The purpose of this section is to sensitize our principals and stakeholders on the four basic principles; understanding the reasons why SEND and CUA are promoting downward accountability will make them take it serious and work hard to promote it

Transparency: Providing project financial data and programming information to the principals and stakeholders, regularly, in a timely fashion, in ways that are easy to understand and utilize.

Empowerment: Equipping the principals and stakeholders with skills, tools and confidence to use the project information to demand accountability. A key activity will be to build capacity of the principals and stakeholders.

Accessibility: Creating spaces or platforms for principals and stakeholders to query SEND and CUA and to get feedback.

Stewardship: The responsibility of adding everlasting values and significant changes in the lives of the principals and their communities



4. Commitments to Deliver Downward Accountability

This section provides the specific project activities that are meant to ensure downward accountability and also the responsibilities of FOSTERING Staff



Principles	Commitments
Transparency	<ul style="list-style-type: none"> ● Clarify Roles and Responsibilities of structures and members ● Share SEND Gender strategy ● Share Activity plans and Budget ● Share Phone contact of all project staff ● Share Details of project beneficiaries ● Share Management structure of SEND ● Share Project information ● Develop and use user-friendly reporting template
Accessibility	<ul style="list-style-type: none"> ● Research skills ● Advocacy skills ● Reading and writing ● Communication and leadership ● Management skills ● Budget Analysis ● Monitoring and Evaluation
Empowerment	<ul style="list-style-type: none"> ● Partnership ● Open Forum ● Focus group discussion ● Field Visit ● Community Durbar
Stewardship	<ul style="list-style-type: none"> ● Information sharing ● Long term planning ● Joint planning ● Provision of adequate logistics ● Hold beneficiaries accountable for use of project resources ● Community sensitization ● Participatory evaluation



5. Committees Responsible for Downward Accountability

This section describes three committees of the stakeholders and principals to be trained and supported to make sure that the FOSTERING Staff are delivering on their commitments to promote downward accountability

Project Steering Committee

The PSC will review and approve semi- and annual financial and narrative reports before submission to CCA by SEND and CUAAs well as annual work plans and budgets. Traditional authorities will be represented by a chief from the district hosting the PSC. Parliamentarians from the operational districts will nominate one of their members to represent them in each PSC meeting. The inclusion of two DFATD funded projects (Results and GROWS) and a local development NGO will facilitate experience sharing on downward accountability. SEND CEO or Country Director will co-chair the PSC Meetings with the host District Chief Executive Officer.

East Gonja	5
Kpandai	5
Nanumba North	5
Nanumba South	5
Chereponi	5
Zabzugu	5
Tatale-Sanguli	5
Krachi-Nchumuru	5

6. Tools for Implementing Downward Accountability

This section provides tools that SEND and each committee can use to perform their roles and responsibilities in promoting downward accountability in FOSTERING



Principles	Tools	SEND	PSC	DAC	CAC
Transparency	● Letters				
	● Reports				
	● Text messages				
	● Meetings (quarterly, semi and annual)				
	● Articles				
	● Phone calls				
	● Radio Discussion				
	● Notice boards				
	● Forum/Debar				
● Town hall meetings					
Accessibility	● Training				
	● Feedback				
	● MOU				
Empowerment	● Public announcement				
	● Posters				
	● Radio discussions				
	● Suggestion box				
Stewardship	● Newsletter				
	● Audit report				
	● Evaluation report				
	● Visit and interact with project ...				

Guidelines for key tools

Community notice boards are updated every quarter with financial data and program information relevant for each community in bold and easy to read English

Radio Discussion will be organized in partnership with six community radio station once every quarter. Only senior staff led by the Director of Food and Livelihoods will participate in the discussion which will include phone-in-questions and answers. Each discussion will be recorded so that follow-up plan to outstanding issues is developed and implemented

Reports will be financial and narratives prepared quarterly, semi and annual reports; it will be mainly written summaries of highlights of not more 2 pages and oral presentations via power points or flapcharts

and copies to be given to each member. For ease documentation and referencing by each committee member they will be provided a file to keep all reports and are expected to bring to every meeting

Durbar/Forum is to be attended by members of the CAC; in preparation staff put information on the notice and give copies to members. Two staff will attend CAC meetings one of whom will be responsible for the minutes while other presents the reports and answer questions. DCD chair each session. Session must not last for more than an hour

8. Monitoring and Reporting

The Project Officer will use this table every quarter to collate data on the performance of the implementation of downward accountability

Indicators	Means of Verification
<ul style="list-style-type: none"> ● -# of Committee meetings held ● -# of members of committee in attendance ● -# of radio discussion held ● # of people calling during radio discussions ● # of follow-up activities by SEND staff ● Level of satisfaction of the members of the committees 	<p>Reports List of attendance Reports Phone in records Staff report Analysis of the score card</p>

This performance score card will be applied once every six months covering 50% of the members of the CAC and PSC and all members of the DAC.

Committee Title:

Issues	less than 60%	70%	80%	90%	100%	Comments/ indicate reasons for your score
<p>1.How will you grade the level of transparency: Criteria:</p> <ul style="list-style-type: none"> ● Sharing of project information ● Project activity plan and Budget ● Develop and use user friendly reporting format <p>2.How will you grade the level of empowerment: criteria:</p> <ul style="list-style-type: none"> ● Research skills ● -Advocacy skills ● communication and leadership <p>3.How will be grade the level of accessibility Criteria:</p> <ul style="list-style-type: none"> ● -partnership ● -open forum ● Community debar <p>4.How will you grade the level of stewardship Criteria:</p> <ul style="list-style-type: none"> ● -joint planning ● -long term planning ● -hold principals accountable use of project resources 						