GLOBAL PARTNERSHIP FOR SOCIAL ACCOUNTABILITY

CONCEPT NOTE

COMPONENT 2. KNOWLEDGE FOR SOCIAL ACCOUNTABILITY

– December 10, 2012 –
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A. INTRODUCTION

1. This Concept Note is the first step in the process of developing and implementing Component 2, Knowledge Component, of the Global Partnership for Social Accountability (GPSA). The purpose of this note is to provide information on the vision, objectives, and proposed activities under the Knowledge Component in preparation for the upcoming meeting of the Steering Committee. The note is not designed to be conclusive, but rather to serve as a foundation for internal and external consultations and discussions prior to launching GPSA operations.

2. On June 12, 2012, the World Bank’s Board of Directors approved the GPSA.¹ The Partnership is designed to contribute to country-level governance reforms and development results by supporting civil society organizations’ (CSOs)² programmatic activities, capacity-building, networking, and knowledge generation and exchange efforts to engage in evidence-based social accountability (SAcc). The GPSA is organized around two components: a Grant Window and a Knowledge Component. (See GPSA Board Paper)

3. This Concept Note focuses on GPSA’s Component 2, which provides support to knowledge generation and exchange, learning, and networking through the creation of a Knowledge Platform for Social Accountability (KP). The Concept Note describes the Platform, its objectives, structure, design and management, and next steps for implementation. It also provides an overview of other knowledge and learning activities that complement the operation of the Knowledge Platform. Finally, the Concept Note also explains the way in which the Knowledge Platform will support GPSA’s Component 1 (Grant Window), in terms of generating better-connected practitioners with improved skills and practices, thus ensuring feedback from SAcc projects into an ongoing learning process.

4. The Concept Note is organized as follows: Section B provides a brief description of the background for the GPSA, presents its objectives and main components, and explains the rationale for the Knowledge Component; Section C provides an overview of the GPSA’s Component 2, which aims to support knowledge around social accountability through the creation of a Knowledge Platform and through knowledge and learning activities; Section D presents the Knowledge Platform, a web hub for knowledge management, networking and learning; Section E introduces the knowledge and learning activities that complement the Platform and also provide support to GPSA Grants; Section F discusses the evaluation


² For purposes of the GPSA, CSOs include legal entities that fall outside the public or for-profit sector, such as NGOs, not-for-profit media organizations, charitable organizations, faith-based organizations, professional organizations, labor unions, associations of elected local representatives, foundations, and policy development and research institutes.
of the Knowledge Component; Section G explains the synergies between the different GPSA components; Section H describes the next steps in the development and implementation of GPSA’s Knowledge Component; Section I describes the Component’s implementation arrangements; and Section J includes an Annex with supporting documents.

B. BACKGROUND AND RATIONALE

5. The GPSA responds to civil society’s and beneficiaries’ growing engagement with governments and their role in enhancing development impact. The objective of the GPSA is to improve development results by supporting knowledge generation and exchange, institutional strengthening and capacity building for enhanced civil society and beneficiary feedback and participation.

6. Strengthening civil society and beneficiaries’ feedback in monitoring and assessing government performance. Recent years have seen a growing engagement of citizens and civil society in monitoring and assessing government performance, particularly in providing feedback on and voicing demands for improved service delivery. Social accountability refers to this kind of engagement. It is an approach to governance that promotes inclusive, responsive and accountable government through the agency of citizens and civil society. Different factors, such as the proliferation of new information and communication technologies (ICTs), are changing the way citizens and civil society engage with government. Simultaneously, governments are taking steps to enhance the enabling environment for transparency and accountability (e.g., adopting access to information legislation, joining the Open Government Partnership, establishing participatory mechanisms).

7. Global support for civil society. Multilateral and bilateral development agencies and donors increasingly acknowledge the important role of civil society in building country ownership of development policies and projects, and in holding governments accountable. As a result, support for CSOs in developing countries and efforts aimed at promoting transparency and accountability have scaled up. Given this increasing support, foundations, donors and research institutions have also encouraged and supported research efforts aimed at assessing the effectiveness of social accountability initiatives and to identify how to best promote civil society engagement in monitoring and assessing government performance.

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3 For example, the European Union has launched a 22 million euros support facility for civil society groups and UK’s Department for International Development has provides 135 million pounds through the Governance and Transparency Fund to strengthen civil society’s role in advancing government accountability.

4 For example, the Transparency and Accountability Initiative, supported by a consortium of foundations, INGOs, and bilateral donors, is financing research on the impact of transparency and accountability. See www.transparency-initiative.org
8. **The Bank’s engagement with civil society has also grown over the years.** Bank’s operational policies, procedures, and guidance support or mandate engagement with civil society, to improve operations and enhance the sustainability of results. The Bank has also provided direct grant funding to civil society since 1983. The Small Grants Program, renamed Social Development Civil Society Fund (CSF), has provided support to CSOs activities at the country level. Additional Bank funding for CSOs has increased steadily over the past decade. Moreover, the Bank engages with CSOs through consultation, providing them with information, or involving them in the monitoring and implementation of Bank projects, among other channels. Building on this past engagement, the GPSA seeks to provide more strategic and sustained support to civil society in order to enhance citizens’ voice as well as government transparency and accountability for improved development results.

9. **The Bank has supported a range of SAcc initiatives in different regions, often in partnership with other development actors.** Different tools (e.g., citizen report cards, participatory budgeting, access to information legislation) and technological innovations (e.g., open data, mapping for results) have helped increase government responsiveness, transform the way public services are provided, and enhance the transparency and accountability of government programs and development assistance. They have helped thus to empower citizens to communicate directly with government institutions and service providers. The GPSA will rely on this previous experience to scale up the engagement with citizens and the CSOs that act as their intermediaries.

10. **The World Bank is only one of many creators of knowledge on social accountability.** The GPSA Knowledge Platform will rely on strong partnerships for collaboration and access to external knowledge. Championed and initiated by the World Bank, the GPSA aims to bring together key stakeholders from civil society, government, academia, research institutions and development partners to collaborate on projects that will help civil society and citizens prepare for engaging in evidence-based social accountability and foster more transparent, accountable and effective governance.

11. **The value of SAcc accountability tools and approaches is supported by empirical evidence.** Although the evidence of impact is still mixed and uneven, research studies have shown that, under appropriate conditions, citizens and civil society can contribute to improve service delivery and government performance. Through increased voice, transparency, and participation, and by strengthening the enabling environment, SAcc can empower local voices, increase state and institutional responsiveness, and contribute to create new spaces for citizen engagement. More specifically, it can add value by enhancing responsiveness of policies and services, and improving user satisfaction; contributing to reduce leakages in service delivery; improving efficiency in expenditure utilization and allocation of resources; contributing to better management of resources;

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5 See GPSA Board Paper for further details on the Bank’s engagement with civil society.
promoting changes in policy priorities to match them with citizens’ needs; and generating citizen awareness of, and demand for, services.

12. **There are knowledge gaps and the evidence base on the impact of SAcc is still limited.** Although there are promising examples of SAcc, evidence also suggests that there are large knowledge gaps on what works and why, under what conditions SAcc initiatives are effective, whether successful tools and approaches can be replicated, and how successful SAcc projects can be sustained. Furthermore, knowledge is also limited about innovative ways of incorporating learning into practice and on how to demonstrate and document results. This situation explains the increasing demand from practitioners and stakeholders to create innovative mechanisms for generating and managing knowledge on the how to of SAcc, advancing peer learning and exchanges, and strengthening CSOs networks. The Knowledge Component of the GPSA will help to address these knowledge gaps and advance a learning-by-doing approach to SAcc.

13. **Knowledge on social accountability tools and approaches and their impact is widely dispersed.** There are many creators of knowledge, which are often disconnected from one another. Universities, research institutions, development agencies and multilateral donors undertake research studies and produce codified knowledge on SAcc tools and interventions. Simultaneously, those implementing SAcc projects on the ground accumulate tacit knowledge on the how to of social accountability. More generally, citizens and beneficiaries are increasingly able to generate knowledge on government performance. However, these different types of knowledge are not always shared and synthesized in order to inform better SAcc approaches. The GPSA will help facilitate exchange of available knowledge on SAcc tools and practices and connect different institutions, organizations, and individuals generating knowledge around SAcc.

14. **SAcc projects often lack a systematic approach to learning and results.** SAcc projects often are weak in terms of incorporating learning and assessment mechanisms. Moreover, those implementing SAcc projects and tools face multiple challenges and little incentives to take advantage of existing knowledge and research as well as to incorporate the lessons learned from other projects. Also, practitioners often face obstacles to documenting the results of their projects. In some cases, monitoring and evaluation models and components are incorporated into project design merely to comply with donors’ technical requirements, with little practitioners’ ownership. As a result, evaluation and the documentation of results are perceived as a burden rather than adding value to project implementation. Through its Knowledge Component, the GPSA aims to support practitioners’ learning and to provide technical assistance to improve the documentation and assessment of results.
Box 1. The responsibility to share knowledge

A study on DfID’s Governance and Transparency Fund has found as a central lesson that such initiatives have:

“an in-built responsibility to share experiences and learn across what is a wide and diverse range of approaches to governance and transparency.”


15. Demand for knowledge support. In-country consultations on the concepts, principles, components and operational elements of the GPSA have confirmed the significant knowledge gaps CSOs find regarding SAcc.6 Results of the consultation process indicate a strong demand for creating a global platform that helps connect SAcc practitioners to collaborate and share their experiences with others and facilitates support for technical assistance. This platform would also serve to facilitate the dissemination of knowledge and research, as well as to support the development of capacities on the how to of SAcc. Considering these inputs, the GPSA has incorporated knowledge curation and dissemination as one of its main strategic objectives, and seeks to encourage South-South learning as well as to provide technical assistance for CSOs and systematic support to practitioners’ networking.

The GPSA and its Knowledge Component

16. The GPSA is designed to contribute to country-level governance reforms and improved service delivery by (a) generating knowledge, networking and financing to build civil society’s capacity to engage in evidence-based social accountability; (b) support Bank teams and government counterparts in embedding social accountability more strategically in their programs; and (c) draw on the experience, knowledge, and resources of external partners to enable the Bank to scale up its engagement in this area. GPSA’s expected results, including those related to learning, are presented in Table 1.

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6 The Bank held a formal consultation process from January 1 to March 15, 2012. Informal consultations have continued over the past months to refine the operational details of the GPSA as reflected in the Operational Manual.
### TABLE 1. GPSA Expected Results

<table>
<thead>
<tr>
<th>Pillars of Governance</th>
<th>Expected Results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transparency</strong></td>
<td>Beneficiaries are able to get more information about government activities and are able to use this information effectively</td>
</tr>
<tr>
<td><strong>Representation and voice</strong></td>
<td>Beneficiaries have a mechanism and/or policies through which they can voice their concerns to the government and influence policy</td>
</tr>
<tr>
<td><strong>Accountability</strong></td>
<td>Governments are more accountable to beneficiaries in delivery of services and in management and use of public resources</td>
</tr>
<tr>
<td><strong>Learning for improved results</strong></td>
<td>Beneficiaries have greater knowledge and practice of social accountability, and civil society has greater capacity to implement social accountability initiatives</td>
</tr>
</tbody>
</table>

17. **The GPSA support is consistent with the GAC Strategy, Guidance Note on Multi-Stakeholder Engagement, and the Bank’s Articles of Agreement.** It features strong country ownership, explicit government agreement to “opt in” to GPSA, and astute risk identification and risk management of the activities it will fund.

18. **The GPSA is organized around two main components:**

   a. **Component 1. Grant Window.** Programmatic support to CSOs for social accountability. This component awards grants to CSOs and CSO networks working in countries that have opted-in to GPSA. Support will cover three main areas: (1) SAcc initiatives undertaken by CSOs to strengthen transparency and accountability, (2) Core funding to support institutional strengthening of CSOs working on SAcc, and (3) Provide mentoring and capacity building to CSOs.

   b. **Component 2. Knowledge Window.** The knowledge component seeks to put the best knowledge on social accountability tools, practices, and results in the hands of practitioners and policy-makers in order to enhance the effectiveness of SAcc. Support will cover: (1) Development of a global platform for knowledge management and generation, exchange and networking, and (2) Knowledge and learning activities aimed at developing and nurturing practitioner networks and peer learning, especially South-South exchanges, and filling research gaps.
<table>
<thead>
<tr>
<th>Component</th>
<th>Objective</th>
<th>Types of Activities</th>
<th>Execution Type (CSO-Recipient or Bank)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programmatic support to CSOs for Social Accountability</td>
<td>Support CSOs’ SAcc initiatives</td>
<td>SAcc initiatives and programs targeting critical governance and development reforms</td>
<td>Recipient Executed</td>
</tr>
<tr>
<td></td>
<td>Enhance core funding for CSOs’ institutional strengthening</td>
<td>Institutional development: strategic planning, financial management &amp; fundraising, organizational systems, etc.</td>
<td>Recipient Executed</td>
</tr>
<tr>
<td></td>
<td>Provide mentoring and thematic capacity-building to CSOs</td>
<td>Mentoring and capacity-building on SAcc</td>
<td>Recipient Executed</td>
</tr>
<tr>
<td></td>
<td>Knowledge and capacity-building grants</td>
<td>Capacity-building on SAcc</td>
<td>Recipient-Executed by national and international CSOs &amp; Bank-Executed</td>
</tr>
<tr>
<td>Support for Knowledge Activities</td>
<td>Build a Social Accountability Knowledge Platform for knowledge-generation, learning and exchange</td>
<td>Supporting K&amp;L activities from Component 1 grants</td>
<td>Bank Executed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sharing of practitioners’ knowledge and practices, including knowledge and practices generated from GPSA-supported grants</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Strengthening CSOs’ networks and communities of practice, particularly by connecting GPSA grantees with relevant networks and CoPs</td>
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<tr>
<td></td>
<td></td>
<td>Closing research gaps through strategically selected evaluations on the impact and effectiveness of SAcc initiatives, in partnership with other donors and leading research institutions</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Supporting governments in the design and implementation of social accountability-related policies and programs in close coordination with country units</td>
<td></td>
</tr>
</tbody>
</table>

19. **Component 2 of the GPSA will be the main focus of this Concept Note.** The following sections will provide further information on its goals, objectives, subcomponents, and proposed activities.
C. GPSA COMPONENT 2: KNOWLEDGE FOR SOCIAL ACCOUNTABILITY

20. The GPSA’s Knowledge Component has a twofold purpose. First, creating a web-based platform for knowledge exchange and learning, driven by stakeholders’ needs, that can leverage learning and networking within and across countries, regions, and globally. And, second, ensuring that interventions supported through Component 1 (Grant Window) are backed up by TA/ hand-holding and appropriate knowledge and learning mechanisms.

21. The GPSA Knowledge Component comprises two elements:

a. Knowledge Platform. A global knowledge platform to connect a diverse range of development actors seeking increased collaboration, learning, and adaptation, as well as to share on-the-ground results from SAcc projects, including projects supported by GPSA grants. A particular focus will be on encouraging South-South exchanges and peer learning. The platform will also facilitate communities of practice (CoP) of grant recipients to promote collaborative learning and sharing of knowledge from funded activities and other sources.

b. Knowledge and learning activities. The GPSA will also support selective, strategic knowledge exchange, and CoP activities. They will complement the Knowledge Platform in supporting the execution of grants under Component 1 through technical assistance, as well as filling in knowledge gaps and disseminating lessons learned in key areas of SAcc. These activities aim at fostering the capacity of Grantees and advancing the evidence and knowledge base for effective SAcc interventions.
D. KNOWLEDGE PLATFORM FOR SOCIAL ACCOUNTABILITY

22. Support to learning and knowledge generation and exchange on social accountability will be provided through a Knowledge Platform. Knowledge Platforms embody a new approach to connectivity inside the WB and across an international community of research centers, academic institutions, think tanks, practitioners, and the private sector. They are large-scale initiatives intended to broaden knowledge partnerships as part of the move towards a more collaborative and open approach to development. Knowledge Platforms rely on ICT-enabled mechanisms that incorporate multiple tools, including knowledge exchange, communication, learning, and broad social networking capabilities, to foster collaboration for addressing common development challenges.

Knowledge platforms are multi-year cross sectoral engagements that support collaboration among World Bank staff, research centers, think tanks, practitioners, and private firms in vexing global challenges.

WB, Knowledge and Development 2011
23. Knowledge management platforms, like the proposed GPSA Knowledge Platform, typically involve a portal that serves as a gateway for a set of collaborative apps and services. These platforms are web based dynamic platforms, that contain or link to content from multiple sources, and that provide different combinations of tools for collaboration, networking, and knowledge management, processing, and display. Depending on their particular characteristics, they include multiple media, and are constantly updated, administered, and moderated, and/or include virtual events. They are particularly effective for fostering collaborative work, developing connections and supporting networks, and pulling together, exchanging and crowdsourcing knowledge.

24. The GPSA is uniquely well positioned to undertake the development of a knowledge platform and connect those who have the knowledge and experience on SAcc. It brings both substantive knowledge of SAcc tools and projects, and technical expertise on the challenges of creating and maintaining global knowledge platforms on development issues. The GPSA builds on the Bank’s active support to a range of SAcc initiatives across regions and its wide engagement with beneficiaries and CSOs on the demand side of governance for enhancing development results. It also relies on the Bank’s role as a knowledge institution, which has evolved to include producing and disseminating high-quality global and country knowledge, working with clients to customize policies and programs based on the best knowledge available, and connecting government, civil society, and private actors with others who have faced similar challenges. The 2010 Knowledge Strategy, which aims to strengthen the Bank’s role as a global connector, has supported the development of new Knowledge Platforms that help the Bank and external partners co-generate knowledge in order to fill existing gaps for better addressing global challenges.

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7 The Civil Society Fund (CSF) established in 1983 has supported 300-400 CSOs in over 55 countries in recent years. Beneficiary and civil society engagement are key aspects of the Bank’s updated Governance and Anticorruption Strategy (Strengthening Governance, Tackling Corruption: The World Bank Group’s Updated Strategy and Implementation Plan, March 6, 2012) and the challenge to enhance civil society capacity has been explicitly identified by the Independent Evaluation Group as an urgent need to update the Bank’s approach to institution building (World Bank Country-Level Engagement on Governance and Anticorruption: an Evaluation of the 2007 Strategy and Implementation Plan, available at http://ieg.worldbankgroup.org/content/dam/ieg/gac/gac_eval.pdf).


9 Transforming the Bank’s Knowledge Agenda: A Framework for Action.

10 These platforms are Urbanization Knowledge Platform, the Green Growth Knowledge Platform, Information and Communication Technologies for Open Development (ODTA), the Jobs Knowledge Platform, the Knowledge Platform on Food Security and Nutrition, and The Hive: Fragility, Conflict and Violence.
Objective and Audience of the Knowledge Platform for Social Accountability

25. The GPSA Knowledge Platform (KP) seeks to host, manage, share, and disseminate relevant knowledge, and to facilitate connections and networking around social accountability. The KP will serve not only as a critical source of knowledge and information on SAcc tools and projects, but also as a mechanism through which GPSA grant recipients, CSOs, experts, interested citizens and potential partners can connect and network to share and generate knowledge and collaborate, thus improving the effectiveness of SAcc projects. Specifically, the GPSA KP will:

a. Facilitate top-down and bottom-up mechanisms of knowledge sharing and dissemination,\(^\text{11}\) including lessons learned and on-the-ground results from SAcc captured through the M&E framework embedded in GPSA grants.

b. Support synchronous and asynchronous interaction among a diverse range of development actors seeking increased collaboration, learning and adaptation.

c. Provide CSOs and networks with training and learning opportunities on the how to of SAcc and the results of SAcc initiatives (including GPSA grants).

d. Strengthen existing SAcc networks and CoPs and support emerging ones.

e. Facilitate providing technical assistance (TA) to practitioners and hand-holding for CSOs.

Table 3. The GPSA Knowledge Platform for Social Accountability

<table>
<thead>
<tr>
<th>Knowledge Platform for SAcc</th>
<th>Knowledge-sharing</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>• Access to &amp; sharing of practitioner knowledge and practices</td>
</tr>
<tr>
<td></td>
<td>• Dissemination of results and lessons learned</td>
</tr>
<tr>
<td></td>
<td>• Dissemination of evidence base &amp; research</td>
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<table>
<thead>
<tr>
<th></th>
<th>Networking / Connecting</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>• Strengthening CSOs networks</td>
</tr>
<tr>
<td></td>
<td>• Linking CSOs, practitioners, academia, think-tanks, etc. into CoPs</td>
</tr>
<tr>
<td></td>
<td>• Leveraging global lessons on SAcc</td>
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<table>
<thead>
<tr>
<th></th>
<th>Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Peer learning on the how to of SAcc</td>
</tr>
<tr>
<td></td>
<td>• Results &amp; impact of SAcc</td>
</tr>
<tr>
<td></td>
<td>• Leveraging action-oriented learning</td>
</tr>
</tbody>
</table>

\(^{11}\) This involves, on the one hand, sharing and ongoing dissemination of existing knowledge products from relevant sources, and, on the other one, practitioners sharing their informational sources and experiences to inform knowledge creators.
26. The audience for the GPSA Knowledge Platform comprises social accountability practitioners and policy makers as well as development agencies’ staff. This audience includes CSOs from countries that have opted in to the GPSA to enhance their institutional development, capacity and/or implement social accountability initiatives. Furthermore, SAcc practitioners – including CSOs, academics, research institutes, think-tanks, etc. –, which currently have limited opportunities to access to and share the results of and knowledge generated by SAcc initiatives and to connect with others that are conducting similar projects and facing common challenges in other countries and regions. The audience also includes policy makers, who often have limited understanding of SAcc tools and of the challenges arising from implementing social accountability initiatives aimed at strengthening transparency and accountability. Finally, the audience includes staff from the World Bank and other development agencies as well, who need to mainstream SAcc tools in their country or sectoral work. The GPSA Knowledge Platform will address all these audiences, with a view to finding common grounds and building a shared responsibility for advancing and scaling up social accountability.

Knowledge Platforms and Social Accountability

27. The potential of knowledge platforms to promote SAcc was noticed early on and is starting to be exploited at a large scale. Given its networking and collaborative capabilities, as well as the recently developed ICT capacity to manage and display knowledge and data, multiple actors (CSOs, think tanks, donor supported projects, among others) have been quick to recognize and adopt knowledge management platforms as powerful instruments for advancing knowledge on civic engagement, transparency, and SAcc.

28. Innovative uses of technology provide new opportunities for civic engagement, but also for generating, documenting and sharing knowledge of SAcc initiatives. ICTs provide powerful tools to enhance social accountability and advance new forms of civic engagement with government institutions and in service delivery. Stakeholders are relying on innovative ICT-enabled tools and applications for gathering, searching and organizing existing knowledge, and/or generating ideas from citizens, civil society and entrepreneurs around SAcc issues (e.g., Results for Development Institute’s Social Accountability Atlas and Technology for Transparency Network). Some of these initiatives are included in Boxes 2 and 3, and Annex 1.
Box 2. Innovative ICT tools for Social Accountability

*Open Government Experience Locator*

The Open Government Experience Locator (image of the Beta version above), developed together with the OGP and WBI, allows the exploitation of different Open Government implementation experiences. It visually maps these experiences in their geographical location. The Experience Locator features initiatives from around the world, with special emphasis on presenting the insights from practitioners involved, links to implementing partners and related resources for further exploration.

29. The SAcc community has been quick to embrace the potential of these new technological tools to promote knowledge development and collaboration. The KP will draw on emerging lessons from available international experience with this type of knowledge management tools, including the Bank’s. The Bank is currently funding six Knowledge Platforms on several global challenges, including urbanization, green growth, ICTs, and conflict. These platforms are at different stages of development and present some distinctive features and components. The GPSA will focus on one or two of the Bank’s knowledge platforms to learn more about their design and management and the role played by partners, and will incorporate those lessons into the development of its Knowledge Platform.

30. Lessons learned from recent knowledge and learning initiatives and tools will help clarify the GPSA Knowledge Platform’s contents and design. The development of the GPSA KP will assess and take stock of existing knowledge and learning initiatives around SAcc in order to avoid overlaps and maximize the added value of the Platform. The KP will build upon the results of a Mapping Exercise (ME) that will assess a set of selected learning and knowledge portals or websites and initiatives on civic engagement and social accountability. The ME will provide inputs for the development of the Terms of Reference for the Platform’s design and development. Moreover, it will help identify
areas of potential collaboration and complementarities with other initiatives and partners. See Section H on Next Steps below.

**Box 3. Evidence and Lessons from Latin America (ELLA)**

ELLA is a project designed to help policy makers, development practitioners and researchers in Africa and Asia learn about Latin America’s experience in addressing key development challenges common to emerging countries.

Evidence and Lessons from Latin America (ELLA) is a South-South knowledge sharing and learning initiative, funded by the UK Department for International Development and managed by a consortium of partners in Latin America, South Asia and Sub Saharan Africa. The project shares knowledge of recent Latin American experiences on selected economic, environmental and governance issues; supports learning between Latin American, African and South Asian practitioners; and provides a networking platform for organizations and individuals to link to Latin America.

31. **There is already accumulated know how about what to do and not to do in setting up a knowledge platform.** Although knowledge platforms are a relatively recent phenomenon, current experience has already produced some lessons about the ‘dos’ and ‘don’ts’ in creating a platform.\(^{12}\) Some of these are presented in Box 4.

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### Box 4. Some lessons for knowledge platform planning

**DOs and DON’Ts of Platform planning**

<table>
<thead>
<tr>
<th>HIT</th>
<th>MISS</th>
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</thead>
<tbody>
<tr>
<td>Tailor the platform to your audience &amp; goals</td>
<td>Duplicating/overlapping with other portals</td>
</tr>
<tr>
<td>Clearly define your target audience(s)</td>
<td>Trying to be everything for everyone</td>
</tr>
<tr>
<td>Design and set recruitment mechanisms</td>
<td>Failing to recruit members/users</td>
</tr>
<tr>
<td>Plan for sustainability</td>
<td>Setting the platform up seen as enough</td>
</tr>
<tr>
<td>Establish a content pipeline</td>
<td>Expecting participation to pop up</td>
</tr>
</tbody>
</table>

32. **The main lessons learned of designing knowledge platforms have to do with selecting the audience, tailoring contents, and being prepared to deliver.** The risks to be considered in planning a knowledge platform include doing what is already being done somewhere else, attempting to do more than one is prepared to do, and expecting members and participation to develop simply because the platform is in place. A central lesson is that planning should be clear about the resources and work (material, human, knowledge, networking, etc) involved in making the platform successful. Similarly, it has to be kept in mind that, aside from highly structured events, it is users/members’ behavior that will define the way the platform performs in practice. Thus, it is necessary to be prepared to adapt and learn by doing. Finally, experience suggests that online collaboration works best when combined with offline meetings or activities. See Box 5 on preliminary lessons drawn from ELLA Citizen Oversight.
Box 5. Preliminary lessons from ELLA Citizen Oversight regarding knowledge management and design

- Be prepared for the unexpected – the portal is defined by participants’ use and interactions.
- Assess participants’ needs, interests, and expectations.
- Participants should be clearly informed about the Portal’s goals, objectives, expected outcomes and resources.
- Need to achieve a balance between learning and networking, and between highly structured and more informal interaction.
- The development of knowledge resources requires time and effort – rely on existing high-quality materials produced by external partners.
- Specific working groups and communities of practice help strengthen networking and connections.
- There is only a core group of members that are active and regularly engage in interactions.
- Senior professionals do not have much time available to engage.
- Expert support is critical and complementary to the role the moderator plays.
- Use offline activities to complement and support online activities, but tailor them to country context and participants’ profiles.
- Process indicators are easier to measure than impact indicators – it is difficult to demonstrate that knowledge has been adopted.

Conceptualizing the GPSA Platform

33. The Knowledge Platform aims to support the GPSA by building connections between initiatives, stakeholders and those working on SAcc on the ground, and by creating a dynamic system of knowledge and information exchange. It will strive to draw on and complement a growing agenda on SAcc within the Bank and external partners to scale up SAcc initiatives. The GPSA Knowledge Platform will build on and strengthen existing knowledge networks on SAcc, and will also link networks and partnerships of GPSA grant recipients to promote collaborative learning and sharing of knowledge, foster South-South knowledge exchanges, and deepen collaboration among grant recipients as well as with research centers, universities, practitioner networks, and think-tanks, among others.
34. The value added of the GPSA Knowledge Platform is related to its capacity for providing easy access to and leverage available knowledge on SAcc. Currently, knowledge on SAcc tools and practices, and their impact, is widely dispersed among different institutions, locations, and individuals. The GPSA Knowledge Platform will synthesize, host, and facilitate access to different types of knowledge: (i) Research, or codified knowledge produced by academic institutions and/or resulting from formal assessments or evaluations of SAcc interventions. (ii) Practitioner knowledge, or tacit internal know-how informing the practice of people implementing SAcc interventions and programs. And (iii) Citizen knowledge, dispersed among citizens with increasing access to ICTs and social networking tools and a direct interest in enhancing SAcc.

35. The GPSA Knowledge Platform will also add value by leveraging the Bank’s convening power to attract knowledge and facilitate networking. The platform will allow the GPSA to draw on the Bank and external partners’ vast repository of SAcc knowledge, experience and resources, and to leverage the Bank’s international convening power to attract knowledge contributions, create a strategic space for constructive engagement between CSOs, and connect different stakeholders in order to enhance development effectiveness.
The GPSA Knowledge Platform: conceptual design and modules

36. The GPSA Knowledge Platform for Social Accountability (KP) will provide innovative ICT and social media tools for networking and knowledge exchange. It will become a one-stop, online resource tailor-made to support SAcc initiatives, with built-in knowledge exchange and Peer-to-Peer (P2P) learning features. The KP aims to provide a focused site to foster effective social accountability interventions among a range of actors and sectors. See Figure 2. above.

37. Four (4) functional Modules will integrate the KP: Knowledge Repository, Networking, Learning, and Exchange, aimed at raising awareness, supporting networking and relationships, enhancing knowledge, and sharing experiences. The Modules are mutually reinforcing, providing a complete set of the knowledge elements and learning needed to support SAcc interventions. See Figure 3.

38. The architecture of the KP web portal will be designed to maximize accessibility, relying on a user-friendly, intuitive interface, and clear presentation of its apps and tools. It will provide access to materials and events, and facilitate communications and interaction for users with different levels of capacity and ICT literacy.

39. The KP will also be specifically designed to promote and support ongoing and rigorous Monitoring and Evaluation (M&E). The Platform will provide Grantees and other practitioners with training and tools for Impact Evaluation, as well as facilitate the documentation, discussion and dissemination of results of SAcc projects. M&E indicators and embedded parameters will contribute to provide evidence and advance research, and provide actionable knowledge for practitioners and donors to improve project selection and design. The KP’s accumulated knowledge will also feed back into future GPSA’s learning activities and funding decisions, by generating evidence and lessons learned and helping pinpoint the most promising projects. More than merely assessing the advance and fulfillment of Grantees’ project goals, M&E mechanisms aim to be an integral part of the KP learning strategy.
Knowledge Repository

40. **The Knowledge Repository will provide easy access to available knowledge**, incorporating both available research and knowledge products and SAcc lessons learned from the Bank and other sources (GPSA partners, academia, think tanks and CSOs), as well as research and knowledge products, and grantee-developed materials (such as Grantee’s impact evaluation reports, lessons learned, etc.), as they are created through practice and exchanges.

   a. The module will rely on a searchable database that will systematize knowledge materials in accordance to thematic pillars and a precise taxonomy of types of SAcc, to guarantee the most useful organization for practitioners. The database will consolidate state-of-the-art SAcc research and good practices, as well as evidence and analysis on failures, and introduce both practical and methodological issues of SAcc project implementation (from design to M&E). The module’s design will incorporate searching, browsing, tagging and contributing capabilities, as well as cross-referenced materials.

   b. The Knowledge Repository will also showcase an Experience Locator for SAcc (ELSA) app. Building on recently developed ICT capacities and some emerging
initiatives (beta OG experience locator, Technology for Transparency Network, RxD’s proposed Social Accountability Atlas, etc.), the platform will host an interactive, layered, searchable map, which would allow easy and intuitive access to SAcc initiatives around the world. It will enable users to easily find successful experiences, and link to background, research, contact and other relevant information about them. This application can become not only a useful mechanism for building awareness and supporting learning about SAcc initiatives worldwide, but also a powerful networking and dissemination tool.

c. A Grantee Map, incorporating contact and other information, as well as documentation of their projects and products, will be accessible to users through this module. See Box 6 for the example of Partnership for Transparency Fund’s Where We Work.

**Box 6. Grantee Maps**

*Partnership for Transparency Fund - Where We Work*

Another example is DFID Governance and Transparency Fund’s “Where the GTF Operates” page.
Networking

41. The Networking module will be a user friendly information hub, with interactive and social networking capabilities. It will provide users with networking information and tools, and serve as a base for dissemination in order to expand the Knowledge Component’s overall reach and impact.

   a. It will be centered around a GPSA blog, reporting news (on-the-ground results, grant announcements, etc.) and events; spotlighting initiatives, SAcc mechanisms and practices; disseminating GPSA-funded research, and Grantees’ projects, etc.

   b. Besides basic blogging settings, video sharing capacities will be added for live and recorded events, video interviews with experts and informational talks. It may incorporate some tied-in, moderated, general-public wikis, e-forum or discussion rooms, and crowdsourcing tools.

   c. Calendar apps, directories, and other connecting tools will be integrated into the module. An experts-and-organizations roster, and a calendar of events will be available for users. Links to social media GPSA identities (FB, Twitter, Google+, email newsletter, rss, text sms, etc.) will be provided.

   d. Social media outlets will broadcast news, events and updates from the platform. These mechanisms will help to keep members engaged and informed, and reaching out to other stakeholders and the general public, to foster the dynamism and impact of the platform.

Learning

42. The Learning module will provide a forum for learning and training in order to foster GPSA Grantees’ and practitioners’ capacity. Real time and asynchronous learning capacities will be incorporated into the platform, complemented by learning guides and videoconferences.

   a. The module will take advantage of the wealth of existing learning materials and contents inside and outside the Bank. Online courses and webinars will be offered to provide GPSA Grantees and practitioners with SAcc skills and tools.

   b. The module will also incorporate Impact Evaluation capacity. Special attention will be put into providing Grantees with training and tools to support ongoing Impact Evaluation exercises.
Exchange

43. **The Exchange module will support virtual S-S interaction for GPSA Grantees and other practitioners.** It will promote the diffusion and exchange of good practices and lessons learned, and the development of new shared-knowledge, thus building trust among actors.

a. This module will be integrated by administrator-created P2P e-forums specifically designed for groups organized by topic, region or project. They will consist of web-enabled tools for knowledge exchange.

b. The module will also provide a forum to synthesize, disseminate, discuss and reference GPSA funded research as well as GPSA Grantees’ Impact Evaluations.
and results, to make sure that they are integrated into the ongoing learning process and feed back into program improvement by GPSA Grantees and others.

Membership and Engagement

44. **Platform members’ user definition and management will rely on several specified levels of access** in order to encourage dissemination, exchange and trust. Basic users would have access to public areas of the Networking and Knowledge Repository modules. GPSA Grantees will be the core users of most areas of the Learning and Exchange modules, whose specific membership will be administrator-defined in accordance to each particular area’s aims and audience. Bank staff, partners, and other users (practitioners, researchers, think tanks, policy makers, etc.) will be provided access rights in accordance to specific needs and contribution. Membership of these modules will, thus, combine open access for specific activities, and active brokering to mobilize and identify demands from other interested parties.

45. **Engagement mechanisms.** Besides GPSA grantees, the KP will also engage other participants in knowledge sharing, learning, and networking. Appropriate engagement mechanisms must be established for inviting potential members/users to join in Learning and Knowledge Exchange activities, and generally to add users to the KP in order to maximize dissemination and reach. The user engagement strategy will prioritize countries opted in to the GPSA. Also, clear procedures and practices for advertising the KP and all related activities must be defined (for example through mailing lists, thematic networks, etc.). An application process for CSOs and other stakeholders to join member areas of the KP should also be considered.

E. Knowledge and Learning Activities

46. **Complementing the KP, GPSA’s Component 2 will also support specific TA, strategic knowledge and learning activities.** The Knowledge Window will support knowledge and learning activities included in GPSA Grants (Component 1) to facilitate knowledge exchange, peer learning and networking. Moreover, the GPSA Secretariat will also support selective, strategic activities aimed at providing TA and strengthening cooperation between Grantees and other CSOs, researchers and CSO networks. These activities may include: an annual South-South workshop for grantees, in-country face-to-face and videoconference sessions, and partnerships and collaboration with research institutions, subject to availability of resources.

47. **The KP and the knowledge and learning activities will be designed to both complement and reinforce each other.** Their congruence will enhance the effectiveness and maximize the potential of the Knowledge Component. On the one hand, the KP will support knowledge activities by, for example, conveying events, broadcasting activities, sharing results and keeping participants engaged even after the activities have concluded. On the other hand, knowledge and learning activities will contribute to the goals of the
KP by, for example, generating information, evidence and knowledge products, enhancing grantees capacities to take advantage of KP activities, and creating further networking opportunities, among others.

Annual South-South GPSA Workshop

48. The GPSA will convene an annual South-South workshop for Grantees. This workshop will contribute to facilitate TA for grantees, build strong relationships between them, support the finishing up of their implementation plans, and help them familiarize with SAcc good practices. This face-to-face event will bring together Grantees with a selected group of experts, practitioners and other development partners to promote the exchange of knowledge, build their capacities, and to provide them with tools to support the implementation of SAcc projects.

Connecting knowledge and practice for social accountability

49. The GPSA will promote building ties between researchers and practitioners to improve project design and methodologies as well as to increase the SAcc evidence base and fill research gaps. It will allow practitioners to access state of the art research in ways that are accessible and actionable, and provide researchers with evidence for advancing knowledge and testing conventional wisdom on SAcc. While providing TA for project definition and implementation, the practitioner-academic nexus will help develop and integrate M&E and other knowledge methodologies into projects from the beginning, to facilitate learning from practice and the collection of evidence. The design of selected cases may embed, through researchers’ contributions, case study design methodologies, comparative evidence gathering mechanisms, or hypothesis testing elements. Researchers will also benefit from access to international experiences, cooperation with engaged actors and first hand evidence on specific SAcc topics. Thus, GPSA will contribute to advance the SAcc research agenda, by contributing to systematize experiences and results, at the same time that project design is strengthened.

Box 7. Collaboration between CSOs and Academia

A 2010 informal survey of access to information (ATI) practitioners and experts by the Hewlett Foundation’s Global Development Program in Mexico found that:

- 78% had participated in collaborations between academia and CSOs.
- 65% thought those alliances are infrequent.
- 95% thought such collaboration should be encouraged more.

Among the benefits of such collaboration, the most frequent responses were:

- Broader Scope, Visibility and Impact.
- Learn from each other experience/Complement knowledge and abilities.
- Strengthening analysis and recommendations.
- Increase the prestige and credibility of projects.

Source: Hewlett Foundation Mexico “Alliances between ATI activists and academic researchers in Mexico. An informal survey conducted in May 2010 for the Seminar ‘Exploring Partnerships between ATI Activist Networks and Academic Research.’”

13 On this, see for example, the work of the Institute for Development Studies’ Knowledge Services (http://www.ids.ac.uk/knowledge-services/evidence-into-action).
50. Support may be provided as well for special events aimed at enhancing dialogue and cooperation between civil society and academic researchers and institutions, (See Boxes 7 & 8 about collaboration between CSOs and Academia),\(^{14}\) as well as for civil society networks in areas like ATI (such as FOIAnet, SARTIAN, Alianza Regional, AFIC). When possible, funding and support may be provided as well for Southern research institutions.\(^{15}\) Similarly, partnerships, collaboration and potential synergies with global and regional SAcc research projects (like Transparency and Accountability Initiative’s Impact and Learning, and Results for Development, as well as other GPSA Global Partners) will be explored.

**Box 8. Benefits of CSO-Academic collaboration**

“The soundness of academic research provides solidity to the advocacy work of CSOs, while these can be a vehicle of visibility for academic research which otherwise remains unseen if it is not used for the purpose of concrete social change.”

“Both parties gain: as CSOs we lack documentation and research; publishing the outcome of our work and measuring impact; academics can apply their knowledge to real problems, providing greater credibility and prestige to both.”

“It provides academics with a practical foundation for their proposals, and civil society with a theoretical foundation for its actions, which is undoubtedly reflected in a broader impact, over time as well.”

CSO responses from: “Alliances between ATI activists and academic researchers in Mexico. An informal survey conducted in May 2010 in preparation for the Seminar ‘Exploring Partnerships between ATI Activist Networks and Academic Research.’”

51. The GPSA will also facilitate building connections between different research centers and researchers working on SAcc topics to agglutinate knowledge that still remains dispersed. In collaboration with partners, including research institutes, the GPSA will explore opportunities for taking advantage of the Knowledge Component to support analytic work and the development of how-to guides as well as the documentation of results, including both successes and failures. It will also promote work in other areas which lack documented and codified experiences and lessons learned.

52. In accordance with good practice in the area, Component 2 will include technical assistance in areas defined by grantee’s demand. This TA will be targeted to GPSA grantees during implementation of approved projects.

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14 See, for example, the Seminar “Exploring Partnership between ATI Activist Networks and Academic Research Centers,” organized by WBI, OSF, and University College London, in 2010.

15 The GPSA Knowledge Window may support effort to build relationships between CSOs and research institutes in 3 to 5 key Southern countries.
F. MONITORING & EVALUATION

53. **Appropriate indicators for monitoring and evaluating GPSA’s Knowledge Component will be identified.** These indicators will enable to assess the quality and impact of the Knowledge Platform and knowledge and learning activities undertaken in support of GPSA Grants. The evaluation of the Knowledge Component will be defined by the GPSA Results Framework. Lessons drawn from other knowledge and learning initiatives (assessed through the Mapping Exercise) will be incorporated into the definition of relevant indicators. Moreover, consultations with both Bank and external evaluation and M&E specialists will be held for additional feedback and inputs. Additional information sources can also be identified for the development of indicators.

54. **Evaluation will rely on both quantitative and qualitative information.** Based on relevant indicators and sources, a clear baseline for measuring results and impact will be established. Knowledge and learning indicators will include both process (e.g., users’ satisfaction with different KP features and contents, number of members, downloads, number of hits, etc.) and impact indicators. See Box 9 on grantees’ results and impact of the Global Transparency Fund.

**Box 9: Results and impact in the Global Transparency Fund**

*Learning aspects from overall GTF logframe*

M&E, reporting, learning and dissemination: GTF grant holders have increased capacity to effectively monitor their own impact, learn lessons and disseminate evidence-based findings to different audiences.

1) M&E framework is designed with clear baseline to measure outcomes and impact of GTF grant by end of March 2009.

2) Grantees are able to draw on experience to learn lessons and disseminate them to a wider audience of development partners by Feb 2010.

3) 38 Grantees are able to demonstrate progress towards impact as a result of GTF funding by the end of June 2010.

4) End of June 2010 Grantees are able to generate initial findings and useful case study material to publish with minimal external support.

G. SYNERGIES BETWEEN GPSA’S GRANT AND KNOWLEDGE COMPONENTS

55. The GPSA Knowledge Component will support the GPSA Grant Window (Component 1). It will facilitate TA and provide support to GPSA Grantees through knowledge and learning throughout the project cycle. The knowledge platform will generate a space for learning, peer to peer exchanges and networking, providing ongoing integral support to project implementation. (For an example of an integral capacity building program on SAcc, see Box 10 on the Program to Enhance Capacity in Social Accountability in Cambodia.)

Box 10. Program to Enhance Capacity in Social Accountability (PECSA) in Cambodia

PECSA was a $2 million grant program managed by the World Bank on behalf of the Royal Government of Cambodia (RGC). It comprised a range of capacity building activities, including formal training, mentoring, coaching, and exposure visits, networking as well as grants for implementation of pilots to apply SAcc tools on the ground.

The program aimed at creating a capacity building cycle that followed formal training and mentoring with support to pilot SAcc approaches, and then worked towards networking and creation of resource centers to help improve learning and effectiveness.

Over three years, PECSA trained 218 CSO leaders and government officials, awarded 31 grants to 29 CSOs for pilot projects, convened 3 National Networking Events bringing together approximately 1,600 people, and established 15 provincial resource centers. The independent end-term evaluation of PECSA revealed a high degree of satisfaction with the program from beneficiaries and many PECSA graduates have continued working on SAcc after the end of the program. PECSA provides critical lessons learned for future capacity building programs.

56. The KP will provide easy access to and help disseminate knowledge generated through grant activities, as well as the results of social accountability projects financed through GPSA Grants. GPSA Grants incorporate an embedded M&E framework to document, codify, and disseminate evidence of results. GPSA Grantees will rely on the Platform for support in the process of documenting grant activities and
sharing their results. The KP will be a critical vehicle for the dissemination of the results of SAcc projects supported through GPSA Grants, and will also provide Grantees with resources and tools for strengthening M&E by improving the documentation and codification of results.

57. **Knowledge and learning activities under Component 2 will help Grantees improve SAcc projects and Grant proposals**, and provide them with access to expert and peer knowledge about SAcc lessons learned and good practices to feed into the design of their projects and Grants. Moreover, recipients of mentoring and capacity building GPSA grants will benefit from easy access to knowledge resources, learning opportunities and from connecting with peer CSOs with greater capacity and experience. Finally, all knowledge products and materials produced with support of GPSA funding and/or commissioned by the GPSA Secretariat will be synthesized, discussed and disseminated through the Knowledge Platform.

**H. NEXT STEPS**

58. **Making some basic decisions about structure, contents, and services is necessary for advancing with the design and development of the KP.** Some of these issues are included in the “Some design questions” box below. Other important aspects to consider in preparation for the development of Component 2 are unequal access to technology (digital divide); procurement issues; and safeguards for quality controls for external implementation.

59. **The Mapping Exercise (ME) will inform the process of making strategic decisions on the design, contents and services of the KP.** The ME will examine and assess selected learning and knowledge portals and initiatives on civic engagement and SAcc (see §30 above). It will be a fundamental resource for specifying the characteristics and reach of each of the platform’s modules, and the kind of knowledge they will articulate, as well as identifying the knowledge, learning, and networking gaps that need to be filled. It will also help to avoid duplication and find complementarities with existing initiatives as well as to set timelines and the work plan. The KP will build on the lessons learned from current initiatives, and on a clear understanding of what is available and what is being demanded regarding knowledge on SAcc. Congruently, another survey/assessment will be undertaken to assess the demand and help define the most effective approach for providing TA.

60. **The implementation of the Knowledge Component will follow a sequenced, flexible, and learning by doing strategy.** Planning and implementation will respond to user demand, build on collaboration and inputs from partners, and adapt to take advantage of accumulated knowledge and engagement opportunities. The strategy will be flexible to respond to user demand, partners’ inputs and priorities, and the cumulative experience of GPSA’s implementation.
The Knowledge Component will consider potential challenges. Among the measures to be considered are the following. While English will be the working language of the KP, materials in other languages will be uploaded to the extent possible and automatic translation tools (such as Google translate) will be incorporated in the website. The KP will make low bandwidth options available to users and there will be subscription options for an email list which will disseminate updates, as mentioned before.
I. ANNEXES
Annex 1.
Some Knowledge Management Initiatives

1. Affiliated Network for Social Accountability in East Asia and the Pacific (ANSA-EAP)

Description
ANSA EAP—a non-profit foundation registered in the Philippines supported by the World Bank's Development Grant Facility to connect citizens to improve governance by mainstreaming the social accountability approach in East Asia and the Pacific.

ANSA EAP mainly works on:
- Networking—helping in organizing and connecting partners through in country and thematic convener groups that are present across priority countries in the region;
- Action Research and Knowledge Management—support action research that identifies and studies both successful and challenging Sac approaches and initiatives in the region. It also works to systematically organize, capture, and share Sac knowledge carried by network partners and other stakeholders.
- Capacity building—provides learning-in-action opportunities for capacity building to enhance competencies in SA. This includes providing support to stimulating and deepening the awareness and skills of stakeholders, networks, and other partners; module development, testing and rollouts; access to case studies, stories, tools, research materials and methodologies on SA. Moreover, to build capacity through action learning it uses three interlocking phases: face-to-face workshops, mentoring and coaching, and piloting social accountability projects.

Features
Knowledge Products: reader-learner list(list of reading materials) and case studies
Mentoring and Coaching: Providing Technical Assistance
Building Coalitions for Governance reform:
2. Governance Knowledge Center (GKC)-India

**Description**
The Governance Knowledge Centre (GKC) is a digital single point of reference on good governance practices that would aid in building capacity at the district, state and national level in India. It serves as a platform for knowledge exchange for the improvement of governance. It also offers governance knowledge that civil society can utilize to understand the nuances of civil service practices and reforms.

**Features**
Best Practices: a hub for best practices which are selected based on their innovativeness, appropriateness, sustainability, reliability and impact.
Document Library: working papers, case studies, policy briefs, government reports and toolkits.
Book Review: National and international books on governance and development issues are reviewed by experts.
News: offers up-to-date news on various governance-related issues across India.
Gallery: governance related photos and videos.
GKC Updates: The e-newsletters are sent out fortnightly, highlighting the latest and most interesting content on the portal to GKC Register users.
Blog: KE platform that aims to provoke, inspire, and challenge readers to share their thoughts on pertinent governance issues in India.
Peer Interface: Digital exchange of ideas between experts in governance through the sharing of ideas between communities of like-minded individuals.
Help Desk (FAQ): Q&A Bank
Additional features: include User Sign in/up, Privacy policy (use of personal information), Usage Policy (ethics and procedures for submitting documents), Sitemap, Contact Us and Feedback form.

Web address: [http://indiagovernance.gov.in/](http://indiagovernance.gov.in/)

3. Technology for Transparency Network

**Description**

It is a research and mapping project that aims to improve understanding of the current state of online technology projects that increase transparency and accountability globally.

This network is a project of [Rising Voices](http://risingvoices.net/) and [Global Voices](http://globalvoices.org/), and is charitably sponsored by Open Society Institute ([OSI](http://open-society.org/)) and the [Omidyar Network](http://www.omidyar-network.org/).

**Features**

Case Studies: Data base of case studies searchable by Country.

Suggest a case study: call to document and map online technology projects that promote transparency and accountability in both government and private sector activities (online submission form)

Latest Case Studies: A menu of recently started projects.

Blog Posts: Latest stories from Technology for Transparency Network
4. Transparency and Accountability Initiative

**Description**

The Transparency and Accountability Initiative (T/A Initiative) is a donor collaborative initiative aimed at expanding the impact and scale of transparency and accountability interventions by supporting policy change and encouraging all those working in this field to learn from their successes and failures so that they can have greater impact in the future. T/A Initiative is a platform that produces knowledge with a view to the transparency and accountability field as a whole, including baseline reports, content to promote thinking and action, as well as to move the field forward.

Its focus is on expanding approaches that work and improving impact in three areas: 1- Impact learning: Learning about where, when and how initiatives inform effective interventions; 2- New Technologies: Harnessing the potential of new technologies throughout the transparency and accountability movement; 3- Policy Innovations: policy and programming in key transparency and accountability fields.

**Features**

Document Repository: collection of study reports and policy briefs  
Social Media: Twitter, Facebook

Web address: [www.transparency-initiative.org](http://www.transparency-initiative.org)
5. Program for Accountability in Nepal (PRAN)

Program for Accountability in Nepal (PRAN) / PRAN

Description
PRAN has been designed to respond to a unique opportunity in the process of state building in Nepal. Organized CS now has an enhanced role in helping to put in place stable, responsive and accountable state institutions. In this situation, strengthening CSOs to play a constructive role is a key contribution that can be made by the development partners in Nepal. The Program supports social accountability activities in three focal areas: (i) public financial management; ii) municipal governance, and; (iii) public service delivery.

Features
PRAN has the following components, each managed by a Nepali civil society partner organization.
Component-I: Capacity Development and Awareness Raising. Through this the program support on –the-job mentoring and coaching and exchange visits and scholarships.
Component-II: Grant Making for Action Learning. This component supports grants for pilot social accountability projects (up to $50,000) and small grants for tool development and action research (up to $15,000)
Component-III: Knowledge Sharing and Networking. This component supports a) knowledge management services-including developing a web-based resource center and five “physical” resource bases in different parts of the country for social accountability practitioners, including Nepali translations of the most influential social accountability literature; b) Mutual support networks and coalitions for social accountability practitioners.
Component-IV: Research, Monitoring, Evaluation and Learning. This component supports a) development of an ongoing “learning by doing” strategy for the PRAN and independent evidence-based research to monitor and evaluate program-supported activities and to distil lessons of relevance for strengthening social accountability in Nepal; b) Other special studies-PRAN supports research on topics that warrant further study in order to guide and enhance the practice of social accountability in Nepal overtime.

Component-V: Program Leadership and Administration. A central but small, PRAN Coordination Unit (PCU), located in the World Bank Nepal Country Office, is responsible for coordinating program activities, making sure that programs are carefully monitored, and experience gathered and lessons learned are fed back into strengthening the PRAN, as well as serving as a basis for mainstreaming social accountability activities in the World Bank’s Country Program in Nepal.


6. Program to Enhance Capacity in Social Accountability (PECSA)-Cambodia

**Description**

PECSA was originally set up to be a 2 year program financed by a $2 million grant from the “Low Income Countries Under Stress (LICUS)” Trust Fund managed by the World Bank.

**Features**

PECSA has five program components:
1) Training and Capacity Building- aimed at providing training to members of CSOs, Media, and government participants on SA approaches and tools. For example, PECSA designed 2-3 week long comprehensive Social Accountability Schools (SASs), aimed at providing an overview of general concepts and examples of SA.

2) Tools Development and Action Learning- this grant-making component was built on the previous component and aimed at providing opportunities for the SAS graduates to practice their newly acquired knowledge in real life pilots. Other CSOs that didn’t participate in the SASs but interested in working with SA tools were also invited to submit project proposals. The Asia Foundation (TAF)-an international NGO with particular expertise in the region and SA, was responsible for the administration and management of the grant process. For the actual grant selection an independent multi-stakeholder Grant-Making Committee (GMC) was formed where its members were required to sign code of conduct and committing to professional principles.

Networking and Resource Center
Monitoring, Evaluation & Learning,
Program Management.

Web address: http://www.silaka.org/current/pecsa/

7. Evidence and Lessons from Latin America (ELLA)
Description
ELLA is a knowledge sharing and learning platform, funded by the UK Department for International Development (DFID). ELLA: Shares knowledge of recent Latin American experiences on selected economic, environmental and governance issues, Supports learning between Latin American, African and South Asian countries, Provides a networking platform for organizations and individuals to link to Latin America.

Features
ELLA is synthesizing knowledge of Latin American countries’ recent experience on more than 20 policy and practice issues in economic development, environmental management and governance. There are five main types of ELLA knowledge materials:
Guides: general overview of a theme, offering a window on the evidence and lessons coming from Latin America’s experiences.
Briefs: more in-depth focus on particular issues (present policy initiatives, reviews of practice and implementation, and case studies)
Spotlights on Knowledge: key publications (such as original research, policy analysis, and program evaluations) and main arguments and ways of thinking related to the issues presented in the Guides or Briefs
Spotlights on organizations: orientate the reader to the key organizations relevant to the particular themes, specifically highlighting areas of expertise and main contributions to the field, and drawing out what that organization can offer to Asian and African readers.
Multimedia: includes podcasts and short videos that have been produced to complement the different thematic Guides and Briefs and to highlight specific issues raised.

ELLA has six membership based Learning Alliances which lasts at least for eight months and are a two way, structured exchange and learning program between participants in Latin America, Africa and Asia. Currently the Learning Alliances focus on the issue of:
Extractive industries, Climate change adaptation, Citizen oversight, Small Scale farming, Human rights and Climate resilient cities. Active discussions are run on these issues.

Social media: Facebook, Twitter, RSS news feeds, E-mail notification (mailing list subscription)
Language: Google translator provides 4 language options (English, French, Spanish and Portuguese) to navigate through the platform.

Web address: http://ella.practicalaction.org/about
8. Open Government Experience Locator (OGEL)

**Description**

Policy makers and practitioners leading open government initiatives seek greater access to “what works” in other countries in order to accelerate progress and improve results. The Open Government Experience Locator features Open Government experiences from around the world—with special emphasis on the insights from the people involved, links to implementing partners and related resources for further exploration.

In collaboration with the OGP Support Unit, the International Budget Partnership (IBP), Global Integrity (GI) and Vizzuality (the web-developer team), the WBI has been supporting the development of the Open Government Experience Locator (OGEL) Phase I (beta version), since March 2012.

**Features**

The Experience Locator is intended to: 1) Document experiences from which government innovators can learn in their efforts to bring greater transparency, participation and accountability to their own governments. 2) Connect OGP countries around experiences that can inform Country Action Plans and their implementation. 3) Facilitate knowledge exchange across countries and practitioners around OGP top commitment areas. 4) Complement the OGP Networking Mechanism by providing a space for champions or implementers of open government initiatives to be reached effectively by stakeholders in other countries interested in their experiences.
In the OGEL, you can search for experiences (Open Government cases) by topics, countries and OGP challenges. Moreover, the platform allows you to submit cases (based on the set criteria); comment and download case/ experience-related data; video capturing practitioners experience; information about implementing partners; external website link; who to contact regarding the experience; relevant networks; web links to further and relevant readings; social media links (Facebook, twitter); and Pdf version of the experience presented.

Web address: http://vizzuality.github.com/OGPLocator/

9. The Accountability Atlas (Results for Development Institute)

Description
Despite the growth in social accountability activity, little has been done to create taxonomy for the types of social accountability exercises, related advocacy, and impact that have been achieved and to compile a comprehensive database of case studies. This makes it difficult for interested parties to find information about such projects and to connect with groups that have conducted them, in turn hampering knowledge-sharing and the measurement of trends and impact in the field.

This online knowledge-platform (to be launched in 2013) will catalog case studies of CSO-led projects focusing on holding governments accountable for spending and service delivery in Southeast Asia. In the preparatory phases of the project, R4D and its partners will begin to develop a classification of the different types of social accountability tools, advocacy activities, and impact.

Features
The database features include: 1) An expansive, sustainable and accessible library of information (For example, social accountability projects - public expenditure tracking, social audits, and citizen report cards) updated constantly. 2) Opportunities for networking for CSOs, policymakers, donors, and other development actors.

Web address: http://www.resultsfordevelopment.org/focus-areas/building-bridges-better-spending-southeast-asia