Mr. George Osei-Bimpeh  
Country Director  
SEND-GHANA  
A 28 Regimaneul Estates  
Nungua Barrier, Sakumo  
Accra, Ghana

Re: GPSA Grant No. TF018055  
Making the Budget Work for Ghana Project

Dear Mr. Osei-Bimpeh:

In response to the request for financial assistance made on behalf of SEND-GHANA ("Recipient"), I am pleased to inform you that the International Bank for Reconstruction and Development/International Development Association (the "World Bank"), acting as administrator of grant funds provided by various donors ("Donors") under the Global Partnership for Social Accountability Multi-Donor Trust Fund (the "GPSA Trust Fund"), proposes to extend to the Recipient for activities in Ghana ("Member Country"), a grant from the GPSA Trust Fund in an amount not to exceed eight hundred and fifty thousand United States Dollars (U.S.$850,000) ("Grant") for the benefit of the Republic of Ghana ("Member Country"), on the terms and conditions set forth or referred to in this letter agreement ("Agreement"), which includes the attached Annex, to assist in the financing of the project described in the Annex ("Project").

This Grant is funded out of the abovementioned trust fund for which the World Bank receives periodic contributions from the Donors. In accordance with Section 3.02 of the Standard Conditions (as defined in the Annex to this Agreement), the World Bank’s payment obligations in connection with this Agreement are limited to the amount of funds made available to it by the Donors under the abovementioned trust fund, and the Recipient’s right to withdraw the Grant proceeds is subject to the availability of such funds.

The Recipient represents, by confirming its agreement below, that it is authorized to enter into this Agreement and to carry out the Project in accordance with the terms and conditions set forth or referred to in this Agreement.

[Signature]

[Seal]

[Stamp]
Please confirm the Recipient's agreement to the foregoing by having an authorized official of the Recipient sign and date the enclosed copy of this Agreement, and returning it to the World Bank. Upon receipt by the World Bank of this countersigned copy, this Agreement shall become effective as of the date of the countersignature; provided, however, that the offer of this Agreement shall be deemed withdrawn if the World Bank has not received the countersigned copy of this Agreement within ninety (90) days after the date of signature of this Agreement by the World Bank, unless the World Bank shall have established a later date for such purpose.

Very truly yours,

INTERNATIONAL BANK FOR
RECONSTRUCTION AND DEVELOPMENT/INTERNATIONAL DEVELOPMENT
ASSOCIATION

By

Yusupha B. Crookes
Country Director for Ghana
Africa Region

AGreed:
SEND-Ghana

By:

Authorized Representative

Name: George Osei Bimpah
Title: Country Director
Date: 4/11/2014

Enclosures:

(2) Disbursement Letter of the same date as this Agreement, together with World Bank Disbursement Guidelines for Projects, dated May 1, 2006
Mr. George Osei-Bimpeh  
Country Director  
SEND-GHANA  
A 28 Regimmanuel Estates  
Nungua Barrier, Sakumono  
Accra, Ghana

Re: GPA Grant No. TF018055  
Making the Budget Work for Ghana Project

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In response to the request for financial assistance made on behalf of SEND-GHANA ("Recipient"), I am pleased to inform you that the International Bank for Reconstruction and Development/International Development Association (the "World Bank"), acting as administrator of grant funds provided by various donors ("Donors") under the Global Partnership for Social Accountability Multi-Donor Trust Fund (the "GPSA Trust Fund"), proposes to extend to the Recipient for activities in Ghana ("Member Country"), a grant from the GPSA Trust Fund in an amount not to exceed eight hundred and fifty thousand United States Dollars (U.S.$850,000) ("Grant") for the benefit of the Republic of Ghana ("Member Country"), on the terms and conditions set forth or referred to in this letter agreement ("Agreement"), which includes the attached Annex, to assist in the financing of the project described in the Annex ("Project").

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GPSA Grant No. TF018055
ANNEX
Article I
Standard Conditions; Definitions

1.01. **Standard Conditions.** The Standard Conditions for Grants Made by the World Bank out of Various Funds dated February 15, 2012 ("Standard Conditions"), constitute an integral part of this Agreement.

1.02. **Definitions.** Unless the context requires otherwise, the capitalized terms used in this Agreement have the meanings ascribed to them in the Standard Conditions or in this Agreement, and the following additional terms have the following meanings:

(a) "CSO" means a civil society organization legally established and operating in the Member Country’s territory and selected according to criteria agreed between the Recipient and the World Bank; and “CSOs” means the plural thereof.

(b) "SEND-GHANA" means Social Enterprise Development Foundation of Ghana, a non-governmental organization legally established on October, 11, 2010, and operating in the Member Country’s territory pursuant to Companies code 1963 (Act 179) and with the following legal address A 28 Regimaneul Estates Nungua Barrier, Sakumono Accra, Ghana.

(c) "Project Management Unit" or “PMU" means the Recipient’s unit established for carrying out Project activities, further referred to in Section 2.02 of this Agreement.

Article II
Project Execution

2.01. **Project Objectives and Description.** The objective of the Project is to improve access and quality of services in priority programs in the health and education sectors in approximately thirty (30) poor districts in Ghana by strengthening accountability and transparency in the budget process by 2018.

The Project consists of the following parts:

**Part 1:** Establishing Enabling Environment for Social Accountability in Ghana

(a) Carrying out activities to create enabling environment for the participating stakeholders to engage in social accountability activities in Ghana, by: (i) developing arrangements to help facilitate the release of budgetary monitoring information and defining agency roles and responsibilities; and (ii) identifying communications and collaboration mechanisms channels for data dissemination, and citizen feedback.

(b) Strengthening the Recipient and the Participatory Monitoring and Evaluation (PME) network members capacity to manage the Project, through: (i) providing Training on carrying out independent budget analysis, execute field work to monitor budget implementation, and develop advocacy strategies based on such analysis; and (ii) conducting Training and capacity-building activities to educate PME network members on social accountability tools, such as those for collecting data, monitoring budget performance, and measuring client satisfaction on health and education services.

**Part 2:** Integrating Budget Monitoring With Service Delivery Outcomes
Supporting PME network members in the following areas:

(a) **Budget Policy Literacy**: Support to enhance understanding of CSOs and citizens on budget processes and relevant laws and regulations in Ghana, including through: (i) organizing budget literacy campaigns in targeted communities; (ii) conducting educational sessions on budget issues on community radio stations; (iii) conducting annual budget analyses and publishing policy briefs on budgetary allocations to improve development outcomes in health and education sector; (iv) carrying out Training activities to use information and communication technologies (ICTs) to collect and understand budgetary data; and (v) creating an online social accountability platform to collect citizen feedback on the budget process and service delivery, and marketing such platform to the public.

(b) **Participatory Budget Monitoring**: Promote CSO and citizen engagement in monitoring budget allocations and funded services, by: (i) conducting participatory budget monitoring exercises in targeted districts; (ii) deploying social audit tools (e.g., community score cards) to assess the quality and delivery of health and education services; and (iii) designing and implementing a communication strategy to disseminate findings, with the aim of ensuring corrective actions.

(c) **Policy Advocacy**: Support efforts to influence Ghana’s budget planning processes at the district and national levels, by: (i) developing annual “citizen budgets” in health and education sector, including consolidation and dissemination; (ii) supporting activities of CSOs to influence budget allocations; and (iii) organizing multi-stakeholder dialogues to act on findings on the budget planning process.

(d) **Strengthening Budget Monitoring**: Support to encourage improvements in monitoring and evaluation (M&E) public budgets, by: (i) holding multi-stakeholder dialogues with the selected public entities to share evidence-based information to complement their M&E systems; (ii) establishing a Project steering committee represented by the Member Country’s selected ministries to promote ownership and collaboration during Project implementation; (iii) holding sessions of such committee to discuss Project progress including integration of collected data into existing management information systems (MIS) and M&E systems of selected public entities.

(e) **Leveraging Media Support**: Provide technical assistance to engage media outlets to help achieve Project objectives, by: (i) organizing media discussions on the executive budget proposals for health and education sector; and (ii) engaging with print, radio, and television outlets to disseminate information and findings.
Part 3: Project Management and Knowledge and Learning

Support in strengthening the Recipient’s capacity to manage the Project, and disseminate Project progress for broader stakeholders, through carrying out the following activities:

(a) Knowledge Sharing and Learning: Develop mechanisms to capture and facilitate knowledge exchange among CSOs and stakeholders, by: (i) designing indicators for lessons learned during the Project implementation; (ii) developing tools and mechanisms for learning and sharing among social accountability practitioners (including manuals and toolkits), and sharing them on the GPSA online platform; and (iii) implementing peer learning exchanges between the Recipient and the social accountability units of Member Country’s selected ministries and district assemblies.

(b) Project Management: Support to carry out day to day Project implementation and monitoring, all through the provision of consultant services (including audit), Operating Costs, and Training.

2.02. Project Execution Generally. The Recipient declares its commitment to the objectives of the Project. To this end, the Recipient shall carry out the Project through the PMU in accordance with the provisions of: (a) Article II of the Standard Conditions; (b) the “Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants”, dated October 15, 2006 and revised in January 2011 (“Anti-Corruption Guidelines”); and (c) this Article II. The Recipient has sole fiduciary responsibility under the Project, including for procurement and financial management.

2.03. Institutional and Other Arrangements. The Recipient shall: (a) maintain the PMU at all times during Project implementation, with competent staff in adequate numbers and with qualification and terms of reference acceptable to the World Bank, including a program manager, a financial manager, a monitoring and evaluation specialist and procurement specialists; and (b) implement the Project activities with the coordination of relevant stakeholders and organization, local and central governments, targeted communities, and CSOs.

2.04. Donors Visibility and Visit. (a) The Recipient shall take or cause to be taken all such measures as the World Bank may reasonably request to identify publicly the Donors’ support for the Project. (b) For the purposes of Section 2.09 of the Standard Conditions, the Recipient shall, upon the World Bank’s request, take all measures required on its part to enable the representatives of the Donors to visit any part of the Member Country’s territory for purposes related to the Project.

2.05. Project Monitoring, Reporting and Evaluation. (a) The Recipient shall monitor and evaluate the progress of the Project and prepare Project Reports in accordance with the provisions of Section 2.06 of the Standard Conditions and on the basis of indicators agreed with the World Bank and contained in the Results Framework and Monitoring, which may be amended from time to time with the World Bank’s written no objection. Each Project Report shall cover the period of one (1) calendar semester, and shall be furnished to the World Bank not later than one (1) month after the end of the period covered by such report. (b) The Recipient shall prepare the Completion Report in accordance with the provisions of Section 2.06 of the Standard Conditions. The Completion Report shall be furnished to the World Bank not later than four (4) months after the Closing Date.
2.06. **Financial Management.** (a) The Recipient shall ensure that a financial management system is maintained in accordance with the provisions of Section 2.07 of the Standard Conditions.

(b) The Recipient shall ensure that interim unaudited financial reports for the Project are prepared and furnished to the World Bank not later than forty-five (45) days after the end of each calendar semester, covering the semester, in form and substance satisfactory to the World Bank.

(c) The Recipient shall have its Financial Statements audited in accordance with the provisions of Section 2.07 (b) of the Standard Conditions. Each such audit of the Financial Statements shall cover the period of one (1) fiscal year of the Recipient. The audited Financial Statements for each such period shall be furnished to the World Bank not later than six (6) months after the end of such period. The Recipient shall ensure that the audited financial statements are made publicly available in a timely fashion and in a manner acceptable to the World Bank.

2.07. **Procurement.** All goods, non-consulting services, and/or consulting services required for the Project and to be financed, fully or partially, out of the proceeds of the Grant shall be procured in accordance with the requirements set forth or referred to in the “Guidelines: Procurement of Goods, Works, and Non-Consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers”, dated January 2011 (“Procurement Guidelines”), and revised in July 2014, and the “Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers”, dated January 2011 (“Consultant Guidelines”), and revised in July 2014.

2.08. Any contract for Eligible Expenditures to be financed in full or in part out of the proceeds of the Grant shall be included in the procurement plan prepared by the Recipient and approved by the World Bank in accordance with the Procurement Guidelines and the Consultant Guidelines, prior to initiating the procurement process for any such contract.

### Article III

**Withdrawal of Grant Proceeds**

3.01. **Eligible Expenditures.** The Recipient may withdraw the proceeds of the Grant in accordance with the provisions of: (a) Article III of the Standard Conditions; (b) this Section; and (c) such additional instructions as the World Bank may specify by notice to the Recipient (including the “World Bank Disbursement Guidelines for Projects” dated May 2006, as revised from time to time by the World Bank and as made applicable to this Agreement pursuant to such instructions), to finance 100% of Eligible Expenditures consisting of goods (excluding art, furniture, carpets, vehicles and generators), consultants’ services (including audits), Training, and Operating Costs, inclusive of Taxes, and excluding works, art, furniture, carpets, vehicles and generators.
For the purposes of this paragraph, the terms:

(i) “Training” means expenditures incurred by the Recipient to conduct training, including tuition, travel and subsistence costs for training and workshop participants, costs associated with securing the services of trainers and workshop speakers, rental of training and workshop facilities, preparation and reproduction of training and workshop materials, and other costs directly related to training course and workshop preparation and implementation (but excluding goods and consultants’ services); and

(ii) “Operating Costs” means the reasonable costs, as shall have been approved by the World Bank, for the incremental expenses incurred by the Recipient on account of Project implementation, consisting of vehicle operation and maintenance, communication and insurance costs, banking charges, rental expenses, office (and office equipment) maintenance, utilities, document duplication/printing, consumables, travel cost and *per diem* for Project staff for travel linked to the implementation of the Project, and salaries of contractual staff for the Project (but excluding consultants’ services) and any other reasonable expenditures as may be agreed upon by the World Bank.

3.02. **Withdrawal Conditions.** Notwithstanding the provisions of Section 3.01 of this Agreement, no withdrawal shall be made for payments made prior to the date of countersignature of this Agreement by the Recipient.

3.03. **Withdrawal Period.** The Closing Date referred to in Section 3.06 (c) of the Standard Conditions is four (4) years after the date of countersignature of this Agreement by the Recipient.

**Article IV**

**Recipient’s Representative; Addresses**

4.01. **Recipient’s Representative.** The Recipient’s Representative referred to in Section 7.02 of the Standard Conditions is its Country Director.

4.02. **Recipient’s Address.** The Recipient’s Address referred to in Section 7.01 of the Standard Conditions is:

A 28 Regimmanuel Estates  
Nungua Barrier, Sakumono  
Accra, Ghana

Facsimile:  
Telephone: 233-302-716860/233-20-4509481  
E-mail: Osei-Bimpeh@sendwestafrica.org or info@sendwestafrica.org
4.03. **World Bank’s Address.** The World Bank’s Address referred to in Section 7.01 of the Standard Conditions is:

International Bank for Reconstruction and Development/
International Development Association
1818 H Street, N.W.
Washington, D.C. 20433
United States of America

Facsimile:

1-202-477-6391

With a copy to:

Program Manager
GPSCA Secretariat
Mail Stop: J 4-403
World Bank Institute (WBI)

Telephone: +1 202 458-7173
E-mail: rsenderowitsch@worldbank.org