**Women’s Peace and Humanitarian Fund & Spotlight Initiative**

 ***Call for proposals for Nigeria***

***Call Opens: July 22, 2019***

***Deadline for Submissions: August 23, 2019***

1. **About the Women’s Peace and Humanitarian Fund (WPHF)**

Composed of representatives from donors, United Nations entities, and civil society organizations, the WPHF

is a global pooled funding mechanism which aims to re-energize action and stimulate a significant increase in financing for women’s participation, leadership, and empowerment in peace and security processes and humanitarian response. The WPHF is a flexible and rapid financing mechanism. It supports quality interventions designed to enhance the capacity of local women to prevent conflict, respond to crises and emergencies, and seize key peacebuilding opportunities.

The WPHF has three main functions:

First, it breaks silos between humanitarian, peace, security, and development finance by investing in enhancing women’s engagement, leadership, and empowerment across all phases of crisis, peace and security, and development.

Second, it addresses structural funding gaps for women’s participation in key phases of crisis, peace and security, and development by improving the timeliness, predictability and flexibility of international assistance. Notably, it will ensure a timely investment in conflict prevention after receipt of early warning signals from women and will accelerate the dispersal of development assistance after successful peace negotiations.

Third, it recognizes that peace cannot be created nor sustained without investment in civil society organizations. Therefore, the WPHF will improve the coordination and policy coherence of the Women, Peace, and Security (WPS) agenda, by investing in strengthening civil society organizations, particularly in grassroots women’s organizations, with the required financial and technical support.

The overall goal of the WPHF’s theory of change is to achieve **peaceful and gender equal societies**. Achievement of this goal will require that women are empowered to participate in, contribute to, and benefit from conflict prevention, crisis response, peacebuilding, and recovery.

Since its launch in 2016, WPHF has been supporting over 55 civil society organizations and is present in 7 countries or group of countries. [[1]](#footnote-1) WPHF has granted 10 million USD in total, with another 7 million USD allocated for calls that are currently open or are about to open.

The WPHF is governed by a Funding Board at the global level, which is comprised of four UN entities (currently UN Women, UNDP, UNFPA and PBSO), four donor Member States (currently Austria, Canada, the Netherlands and Norway), as well as 4 Civil Society Organizations (currently International Civil Society Action Network on women’s rights, peace and security (ICAN), Global Partnership for the Prevention of Armed Conflict (GPPAC), Transitional Justice Institute and Women Enabled International).

UN Women acts as the WPHF’s Technical Secretariat at the global level. UN Women also acts as Management Entity for civil society organizations where UN Women has a country presence.

1. **About the Spotlight Initiative**

A number of regional political and economic bodies, including the European Union (EU), have identified the elimination of violence against women as a key priority in supporting the full realization of women’s human rights alongside the implementation of the 2030 Agenda.

The Spotlight Initiative is a global partnership between the EU and the United Nations which deploys targeted, large-scale investments in Asia, Africa, Latin America, the Pacific and the Caribbean, aimed at eliminating violence against women and girls, which is seen as a major obstacle to the fulfilment of women’s and girls’ human rights and to the achievement of the 2030 Agenda for Sustainable Development.

The multi-year initiative, announced in May 2017 with an initial investment of EUR 500 million from the EU, focuses on eliminating all forms of violence against women and girls in a focused set of countries across the aforementioned regions, with each region having a specific thematic focus area. The Spotlight Initiative intends to bring the issue of ending violence against women and girls at the front and centre of efforts to achieve gender equality and women’s empowerment, in line with the 2030 Agenda for Sustainable Development.[[2]](#footnote-2)

The Initiative will leverage multi-stakeholder partnerships, galvanize political commitments at the highest levels and contribute to achieving the SDGs (Goals 5 and 16 in particular).

The Initiative’s **Global Theory of Change** entails a comprehensive approach to drive transformative change through the following six Outcomes/Pillars:

* Outcome 1: Enacting and strengthening legislative and policy frameworks
* Outcome 2: Building gender-responsive national and sub-national systems and institutions
* Outcome 3: Supporting evidence-based prevention programmes to promote gender equitable social norms, attitudes and behaviors
* Outcome 4: Establishing and strengthening available, accessible, acceptable, and quality essential services
* Outcome 5: Ensuring quality, disaggregated and globally comparable data
* Outcome 6: Strengthening and supporting women's rights groups and autonomous civil society organizations

The Global Theory of Change is guided by the SDGs and underpinned by a human rights-based approach; the cross-cutting principles of civil society engagement and participation; national ownership and *leaving no one behind*. In terms of leaving no one behind, the Initiative aims to reach those women and girls who are furthest behind, most marginalized and subject to multiple and intersecting forms of discrimination (including indigenous women, women living with disabilities, elderly women and women in geographically hard to reach areas).

1. **WPHF and Spotlight Initiative Partnership**

In Africa, the Spotlight Initiative’s focus is on eliminating sexual and gender-based violence (SGBV) and harmful practices (HP), and addressing their links to sexual and reproductive health and rights (SRHR).[[3]](#footnote-3) The elimination of all forms of SGBV and HP hinges on profound changes in gender and socio-cultural norms. Deeply ingrained beliefs, assumptions and norms about gender roles and sexuality as well as unequal power relations between men and women, drive gender inequality. Entrenched structural obstacles, such as unequal distribution of resources, wealth and power fuel it. Violence against women and girls is a manifestation of this inequality, perpetuated and sanctioned to retain the status quo. Addressing sexual and gender-based violence and harmful practices must therefore consider the continuum of violence experienced by women and girls, its underlying causes as well as its inter-generational impact.

The Spotlight Initiative recently launched eight comprehensive Country Programmes in Africa with a USD 158 million investment in Liberia, Mali, Malawi, Mozambique, Niger, Nigeria, Uganda and Zimbabwe. In 2019, the Spotlight initiative and the WPHF will partner in six countries (the Democratic Republic of the Congo, Liberia, Malawi, Mali, Nigeria and Uganda) to channel quality funding to small, local and grassroots women-led and women’s rights organizations, as well as women’s funds, contributing to results under Outcome Area 6 of the Initiative’s Theory of Change. The grants will focus particularly on ending violence against women and promoting women’s human rights and gender equality in peace and security contexts.

The focus of the WPHF Spotlight call will be on women-led, women’s rights organizations representing and working on behalf of groups facing multiple and intersecting forms of discrimination, such as those marginalized and excluded due to poverty, ethnicity, disability, age, geography, migratory status, HIV status, among others, which is in clear alignment with the 2030 Agenda and the principle of leaving no one behind in EVAW programming.

1. **Nature and scope of the Call for Proposals**

The WPHF, in partnership with the Spotlight initiative, will fund qualifying projects in **the Democratic Republic of Congo, Liberia, Malawi, Mali, Nigeria and Uganda**. The projects must focus on **one** country. Multi-country projects will **NOT** be accepted.

*As the Spotlight Initiative will be funding simultaneous calls for proposals launched through both the WPHF and the UN Trust Fund to End Violence Against Women (EVAW Trust Fund) in the Democratic Republic of the Congo, Liberia, Malawi, Mali, Nigeria and Uganda, applicants should carefully note the following:*

*Organizations may apply either to the WPHF or the UN EVAW Trust Fund, but not both. Organizations that apply to both Funds will be disqualified.*

*The WPHF will fund applications for grants of between USD 20,000 and USD 200,000 in the aforementioned countries*

*Organizations applying for grants between USD 200,001 and USD 1 million should apply only to the UN EVAW Trust Fund*

The proposal submitted must be aligned simultaneously to the two following Outcome areas:

1. **Outcome Area 6 of the Spotlight Initiative’s Theory of Change[[4]](#footnote-4) and associated Outputs and Outcome and Output indicators:**

**Outcome 6:** Women's rights groups, autonomous social movements and relevant civil society organisations, including those representing youth and groups facing intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and EVAWG, including SGBV/HP

**AND**

1. **Outcome Area 5 of the Women’s Peace and Humanitarian Fund’s Theory of Change:**

Women and girls' safety, security and human rights are enhanced

1. **Grant amount and duration of proposals**

Each country will receive approximately 1 million EUR from the WPHF, making the total WPHF envelope for the region EUR 6 million. However, as this is a pooled fund there is no guarantee that sufficient high-quality applications from each country amounting to EUR 1 million per country will be received and the breakdown per country may vary accordingly.

All civil society organizations can apply for 2-year grants of between USD 20,000 to 200,000.

1. **Eligibility, application and Selection Process**

**6.1. Who is eligible to apply and receive funding?**

National and local women- led, or women’s rights-focused civil society organizations based in/have ongoing activities in Northeast Nigeria are eligible to apply. Women’s grassroots/local/community-based organizations are particularly encouraged to apply. Joint CSOs projects are allowed and encouraged.

**Women’s funds are particularly encouraged to apply to expand the reach of the funding to a broader cross-section of civil society.**

**6.2. Do I need to be a legally registered entity/organization to apply?**
The lead applicant organization must have legal status with the competent national authority in the eligible country of project implementation. Women’s funds that are not registered in the country of implementation may apply in partnership with a locally registered implementing partner as the lead applicant.

A proof of legal registration (or legal status) is a required attachment for any grant application. Applications without clear proof of legal status will be considered incomplete and will be withdrawn from the application process. Note that articles of incorporation are not proof of legal status.

Implementing partners that are part of a joint proposal, do not have to be legally registered as long as the lead applicant fulfils the requirement of legal registration in the country of project implementation.

**6.3. Can my project cover several countries?**

No, projects can only be implemented in one single country.

**6.4. May I submit more than one application?**No, organizations may not submit more than one application.

**6.5. Can more organizations apply jointly?**
Yes, joint projects are encouraged. For joint projects, only the lead organization is required to meet the eligibility criteria.

The roles and responsibilities of each organization must be clearly detailed within the application. Proposals must clearly indicate which organization will take lead responsibility for project management and contractual obligations.

**6.6. May I apply for funding for an ongoing initiative or project?**

Yes, the WPHF accepts proposals for ongoing projects. However, the specific value added of the contribution should be clearly outlined.

**6.7. Is there a recommended range for funding requests?**

Project proposals should be for no less than US$20,000 and no more than US$200,000.

**6.8. What are the requirements for project design?**

The project(s) must contribute to both of the following Outcome areas:

1. **Outcome Area 6 of the Spotlight Initiative’s Theory of Change[[5]](#footnote-5) and associated Outputs and Outcome and Output indicators:** Women's rights groups, autonomous social movements and relevant civil society organisations, including those representing youth and groups facing intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and EVAWG, including SGBV/HP

**AND**

1. **Outcome Area 5 of the Women’s Peace and Humanitarian Fund’s Theory of Change**:

Women and girls' safety, security and human rights are enhanced

**6.9. Must applicants contribute to the project budget?**

Civil society organizations are not required to contribute to the budget.

**7. Where, when and how to apply for the Call for Proposals?**

**The deadline for submission of proposals is August 23, 2019. Applications received after that date will not be considered.**

**Application packages can be emailed to:** **Lansana.wonneh@unwomen.org** **and;**

**Julia.doublait@unwomen.org**

**The Secretariat will answer all questions from prospective applicants on 30 July 2019 and 01 August 2019 during an Open Day session at UNW in Maiduguri and Damaturu respectively.**

Please submit applications in .doc, .docx, or .pdf format. No other formats will be accepted.

The WPHF will acknowledge receipt of application through a confirmation e-mail. If you do not receive the confirmation email within 48 hours, please contact the WPHF.

We can accept applications in French and English. Only applications in these languages will be accepted.

You may not make changes to your application after it is submitted.

The WPHF Secretariat will be able to provide some support to grant applicants. Please note, support is limited and applicants are responsible for completing all components of the application themselves. Please allow 48 hours for responses to any questions.

**7.1. Required Components of the Application Package**

Please note, incomplete applications will not be considered.

 Project Document (attached, no more than 10 pages)

 Results Framework (see Project Document Annex: A)
 Project Budget (see Project Document Annex: B)

 Proof of legal registration or status

 Evidence that the organization is a women-led, women’s rights organization

**7.2 Evaluation Criteria**

As you write your application, please keep in mind that proposals will be evaluated against the following criteria:

Project design and objectives:

* Alignment with the two Outcome areas as specified under section 6.8. above (Spotlight Outcome area 6 and WPHF Outcome area 5).
* Definition of objectives and results, taking account of previous evaluations in the same area.
* Identification of a credible implementation strategy and sequential operation of activities.
* Partnership with and capacity development of small, local and grassroots women’s rights organizations led by women. Joint projects are strongly encouraged.
* Identification of risks and appropriate mitigation measures.
* Complementarity with other Funds and Programmes.

Programme management and monitoring:

* A capacity building plan for CSO partners is in place to deliver programme results.
* Realistic results schedule - in general, projects should not last for more than 24 months.
* The allocation of budget resources to monitor and evaluate project activities over time.

Budget:

* The project falls within the limits set by the national steering committee.
* The project demonstrates its capacity to catalyse additional finance.
* The budget is sufficient and reasonable for the activities proposed and takes the scale of problems into account.
* The budget includes indirect operational costs at the allowed level (no more than 7%).

Viability, Leaving No One Behind and national ownership:

* Promotion of national and local ownership in developing and establishing activities, and specific objectives to build the capacities of national and local players.
* Implementation of partnership with local, national and, as relevant, regional CSOs.
* Ensuring meaningful participation of groups facing multiple and intersecting forms of discrimination, such as those marginalized and excluded due to poverty, ethnicity, disability, age, geography, migratory status, HIV status, among others which are in clear alignment with the 2030 Agenda and the principle of leaving no one behind in EVAW programming.
* Viability of the programme beyond the financing period and (where applicable), how to reproduce it and improve it over time.
1. **Useful Resources**
* The WPHF’s [Operations Manual](file:///C%3A%5CUsers%5Cmatthew.rullo%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CINetCache%5CContent.Outlook%5CQO3CWT0P%5CWPHF%20Operations%20Manual%20-%20May%202019.pdf)
* The WPHF’s website [www.wphfund.org](http://www.wphfund.org)
* The WPHF’s page on the Multi-Partner Trust Fund Office’s Gateway: <http://mptf.undp.org/factsheet/fund/GAI00>
* The WPHF’s Twitter account: [@wphfund](https://twitter.com/AcceleratePeace)
* M&E and Results Based Management Terms. The OECD/DAC Glossary of Key Terms in Evaluation available in English, French and Spanish. <http://www.oecd.org/dataoecd/29/21/2754804.pdf>
* M&E Standards and Guidelines. The United Nations Evaluation Group (UNEG) Standards for Evaluations, available in English, French, Spanish, Arabic and Russian <http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=22>
* [Spotlight Terms of Reference 2017-2023, Annex 1 - Description of the action](http://mptf.undp.org/document/download/21022)
* Spotlight [Africa Regional Investment Plan](https://www.dropbox.com/s/x072lo0j8e5f1am/Spotlight%20Initiative%20AIP%20Updated%201%20Nov%202018.pdf?dl=0)

**Women’s Peace and Humanitarian Fund**

**(WPHF)**

**Project Document**

*(Length – 7-10 pages)*

1. **Prodoc Cover Page**

|  |  |  |
| --- | --- | --- |
| **Project Title:**   |  | **Participating UN Organisation (PUNO): UN Women**  |
| **Project Contact**:Name:Entity:Title:Email: |  | **Implementing Partner(s):** |
|  | **Country:**  |
|  | **Total Project Cost:** **WPHF’s contribution**[[6]](#footnote-6)**:** **Other contributions:** |
| **Proposed Project Start Date:** **Proposed Project End Date:** **Total duration (in months)**[[7]](#footnote-7)**:**  |
| **Outcomes the project is contributing to:** **Women's rights groups, autonomous social movements and relevant civil society organisations, including those representing youth and groups facing intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and EVAWG[[8]](#footnote-8), including SGBV and HP.** **AND****Women and girls' safety, security and human rights are enhanced[[9]](#footnote-9)** |

|  |
| --- |
| **PUNO(s)**[[10]](#footnote-10) **and Implementing Partners** |
| *Name of PUNO*[[11]](#footnote-11)*Name of PUNO Representative* *Title**Signature**Date & Seal* | *Name of CSO*[[12]](#footnote-12)*Name of CSO Representative**Title**Signature**Date & Seal* |

1. **Executive Summary**

The executive summary provides an overview of the project, how it will contribute to the Outcomes, the intended results and why they are important, and a description of the strategy for their achievement. Basic data includes: project duration, total budget, funding sources, partners, target beneficiaries, governance structure;

1. **Context and Situation Analysis**

The context should provide an analysis of the broad political context. It should also contain an analysis of the situation of women/gender equality the Project aims at addressing

1. **Rationale for WPHF’s support**

This section will provide an overview of other initiatives and projects and gaps at the national level and/or in the geographic area of the project. It will explain the added value the project and how it would complement other initiatives.

It will also contain the problem statement and how the Project intends so solve it (. This section can build on documented evidence, lessons, and good practices of past initiatives in the country, region and locality.

It will explain how the requesting organization(s) has the knowledge/expertise/partnerships to successfully achieve results.

1. **Results and Resources Framework**

This section describes the results to be achieved by the Project and the means of implementation (narrative).

The results will also be formulated in a results framework (using the same format in Annex A).

New indicators must be SMART and contribute to higher level of WPHF’s Theory of Change. Key activities that are necessary to produce each output are also defined. Activities do not have indicators. In the “Means of Verification/Sources of Information” column, identify the methods and sources of information that will be used to measure performance against the indicators.

A Resource framework using UNDG’s budget categories will also be included (see Annex B).

1. **Partnerships**

This section will provide a partners’ assessment detailing each partner’s role, added value and capacities (UN entities, Government and Civil Society Organizations).

A particular attention will be given to explaining how partnerships and coalition building is strengthened and will help support local, grassroots and/or community women’s or women’s rights CSOs.

1. **Monitoring, reporting and management Arrangements**

This section will describe the management arrangements, as well as monitoring, evaluation (if any), reporting and research activities (including the research projects) that will be developed through this Project, if any). This section will also include a risk analysis and proposed mitigation measures.

**VIII. Sustainability**

**This section will describe how the results’ sustainability will be ensured**

**Annex A: Results framework**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Results** | **Indicators** | **Means of Verification/Sources of Information** | **Activities** | **Budget** |
| **Outcome:****Women's rights groups, autonomous social movements and relevant civil society organisations, including those representing youth and groups facing intersecting forms of discrimination/marginalization, more effectively influence and advance progress on GEWE and EVAWG, including SGBV/HP[[13]](#footnote-13).** **AND****Women and girls' safety, security and human rights are enhanced[[14]](#footnote-14)** | **Outcome indicator:****Indicator 6.1** Proportion of countries where women's rights organizations, autonomous social movements and civil society organizations, increase their coordinated efforts to jointly advocate on EVAWG, including SGBV/HP, and promoting SRHR**Indicator 6.2** Proportion of countries where there is an increased use of social accountability mechanisms by civil society in order to monitor and engage in efforts to end VAWG, including SGBV/HP, promote women’s SRHR **Indicator 6.3** Proportion of women's rights organizations, autonomous social movements and civil society organizations, including those representing youth and groups facing intersecting forms of discrimination/marginalization, report having greater influence and agency to work on ending VAWG, including SGBV/HP, and promoting SRHR |  |  |  |
| **Output 6.1**[[15]](#footnote-15) Women's rights groups and relevant civil society organizations have increased opportunities and support to share knowledge, network, partner and jointly advocate for GEWE and ending VAWG, including SGBV/HP, and promoting SRHR, with relevant stakeholders at sub-national, national, regional and global levels | **Output indicator(s)****Indicator 6.1.1** Number of jointly agreed recommendations produced as a result of multi-stakeholder dialogues that include representatives of groups facing multiple and intersecting forms of discrimination**Indicator 6.1.2** Number of official dialogues with relevant government authorities with the meaningful participation of women's rights groups and relevant CSOs, including representatives of groups facing multiple and intersecting forms of discrimination |  |  |  |
| **Output 6.2.** Women's rights groups and relevant civil society organizations are better supported to use social accountability mechanisms to support their advocacy and influence on prevention and response to VAWG, including SGBV/HP, and GEWE more broadly | **Indicator 6.2.1** Number of supported women's right groups and relevant CSOs using the appropriate accountability mechanisms[[16]](#footnote-16) for advocacy  |  |  |  |
| **Output 6.3.** Women's rights groups and relevant civil society organizations organisations representing groups facing intersecting forms of discrimination/marginalisation have strengthened capacities and support to design, implement and monitor programmes and policies on VAWG, including SGBV/HP, and promote women’s and girls’ SRHR | **Indicator 6.3.1** Number of women's rights groups and relevant civil society organizations representing groups facing intersecting forms of discrimination/marginalization that have strengthened capacities and support to design, implement, monitor and evaluate their own programmes on VAWG, including SGBV/HP, and on women’s and girls’ SRHR**Indicator 6.3.2** Number of women’s rights groups and relevant CSOs using knowledge products developed by the participating UN agencies in the design of their own programmes on VAWG, including SGBV/HP, and on women’s and girls’ SRHR |  |  |  |

**Annex B** - Budget per category

|  |  |
| --- | --- |
| **UNDG Categories** | **Amount (US$)** |
| 1. Staff and other personnel costs |  |
| 2. Supplies, Commodities and Materials |   |
| 3. Equipment, Vehicles and Furniture, including Depreciation |   |
| 4. Contractual Services |  |
| 5. Travel |  |
| 6. Transfers and Grants to Counterparts |   |
| 7. General Operating Expenses and Other Direct Costs |  |
| **Sub-total** |  |
| 8. Indirect Support Costs\* |  |
| **TOTAL** |  |
| **\****The rate shall not exceed 7% of the total of categories 1-7. Note that PUNO/Implementing Partner -incurred direct project implementation costs should be charged to the relevant budget line, according to the PUNO/Implementing Partner s regulations, rules and procedures* |

1. Burundi, Colombia, the Democratic Republic of the Congo, Iraq, Jordan, Mali and the Pacific region (Fiji, Palau, Samoa, Solomon Islands and Vanuatu) [↑](#footnote-ref-1)
2. Read more about the Spotlight Initiative at <http://www.un.org/en/spotlight-initiative/index.shtml>*.* [↑](#footnote-ref-2)
3. Spotlight Initiative Regional Investment Plan for Africa 2018-2023, p.3. [↑](#footnote-ref-3)
4. See Spotlight Initiative Terms of Reference 2017-2023. Annex 1 - Description of the action, p 33. <http://mptf.undp.org/document/download/21022> and Theory of Change <https://www.dropbox.com/s/zk43tkotrf2b5cf/Spotlight%20TOC%202019.pdf?dl=0> [↑](#footnote-ref-4)
5. See Spotlight Initiative Terms of Reference 2017-2023. Annex 1 - Description of the action, p33. <http://mptf.undp.org/document/download/21022> and Theory of Change <https://www.dropbox.com/s/zk43tkotrf2b5cf/Spotlight%20TOC%202019.pdf?dl=0> [↑](#footnote-ref-5)
6. Minimum: 20,000 USD. Maximum: 200,000 USD [↑](#footnote-ref-6)
7. Maximum project duration is 2 years [↑](#footnote-ref-7)
8. Outcome 6 of the Spotlight Initiative’s [Africa Regional Results Framework](https://www.dropbox.com/home/Spotlight%20External%20II/AFRICA/AIP?preview=Spotlight+Initiative+AIP+Updated+1+Nov+2018.pdf) [↑](#footnote-ref-8)
9. Outcome 5 of the Women’s Peace and Humanitarian Fund’s theory of change [↑](#footnote-ref-9)
10. Please add signature block for each Partner UN Organization (PUNO) receiving funds under this project. [↑](#footnote-ref-10)
11. In the case of a CSO submitting a proposal, the PUNO is the Management Entity [↑](#footnote-ref-11)
12. In the case of a CSO submitting a proposal directly to the Steering Committee [↑](#footnote-ref-12)
13. Outcome 6 of the Spotlight Initiative’s theory of change, <https://www.dropbox.com/home/Spotlight%20External%20II/AFRICA/AIP?preview=Spotlight+Initiative+AIP+Updated+1+Nov+2018.pdf> [↑](#footnote-ref-13)
14. [↑](#footnote-ref-14)
15. Outputs are concrete deliverables. For example, an Output could be the number of women trained to monitor early warning signals. [↑](#footnote-ref-15)
16. E.g. the CEDAW, UPR shadow reports, and social accountability mechanisms such as social audits, citizen report cards, etc. [↑](#footnote-ref-16)