

*Archieve*  
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## PROJECT CONCEPT NOTE *2025*

<b>Country</b>	GHANA
<b>Project Title</b>	GOVERNANCE RESEARCH AND ADVOCACY PROGRAMME
<b>Miscode:</b>	025-542-062
<b>Programme Costs</b>	DFID contribution - £1,500,000 over five years

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### BASIC INFORMATION

#### SUMMARY

To propose a structure and set out a time-table for a joint Development Partner (DP) funding mechanism for long term programmatic and predictable support to research and advocacy groups in Ghana.

### SIGNIFICANT POLICY DESIGN, & IMPLEMENTATION ISSUES

#### Background

Development Partners (DPs) in Ghana are committed to supporting the country's long-term strategies of economic growth and poverty reduction. The Ghana Poverty Reduction Strategy (GPRS): "An agenda for growth and prosperity" has now been finalised and DPs have agreed to support its implementation through the provision of budgetary support channelled through government systems via a multi donor funding mechanism (called MDBS).

Central to the MDBS dialogue stands the government's high priority to improve its capacity to plan, budget, manage and implement policy at national and increasingly, decentralised levels of government and to improve its accountability mechanisms and structures. So far, support to the GPRS has therefore largely focused on strengthening the government's capacity and systems to allocate scarce resources through its (budgetary) mechanisms in order to attain the objectives of government policy.

Public allocation and expenditure processes are, however, not only technical processes that relate to economic efficiency. They lie at the heart of democratic decision-making. Democratic decision-making is the guiding principle of the allocation system in Ghana and this cannot function properly without embedded checks-and-balances. Civil society organisations (CSO) therefore play a crucial role in this system and in strengthening Ghana's political culture.

It is clear for many DPs that the MDBS-policy dialogue between DPs and GoG should find linkages to the dialogue between civil society and government. Working through a common platform that would provide predictable, long term funding to civil society organisations could greatly enhance their autonomy and capacity to effectively influence government and donor policies and practises.

#### Rationale

DPs in Ghana are currently supporting a plethora of research and advocacy groups and organisations (RAOs). Thus far, this support has been fragmented; projectised and short-term and as a result, has often undermined effectiveness and impact. Also, this type of support is characterised by high transaction costs and limited focus on institutional and capacity building.

As a result of these funding modalities, RAOs have often not been able to make full use of their potential and maximise their impact on the formulation, monitoring and implementation of

development policy, including the GPRS. The high level of dependence on short term, projectised funding levels undermined their capacity and autonomy for setting their own long term research and advocacy agendas.

Development Partners therefore propose to establish a joint funding mechanism through which a selected number of research and advocacy organisations will receive core-funding on a programmatic basis and with harmonised reporting requirements.

### **Purpose**

The purpose of the proposed Ghana Research and Advocacy Programme (G-RAP) is to promote a culture of transparency and accountability in Ghana to enhance pro-poor policy making and the equitable management of public resources.

It aims to channel long term programmatic funding to a selected number of Ghanaian RAOs, under harmonised donor approaches for research and advocacy related, amongst others, to economic development, democracy, social policy and security, and paying particular attention to the expression of Ghana's common development agenda and the principles expressed in the GPRS.

In order to be eligible for the funding under G-RAP, research and advocacy organisations should have a multi-annual strategic plan for their research and advocacy activities. These projected activities should fall in at least one of three broad categories: (i) Evidence-based research: on social, political, security and economic policies and issues; (ii) Public awareness and information: dissemination of information on economic, social and political issues to inform policymaking, public debates and policy advocacy and (iii) Dialogue and coalition building: Building of coalitions for advocacy on social, political and economic issues.

### **Guiding Principles**

Drawing on good practices from collaborative experiences elsewhere through the creation of basket funding mechanisms and the co-funding of organisations on a programmatic basis, there are a number of guiding principles for the proposed Partnership agreements under G-RAP:

- A Partnership Agreement is a funding arrangement based on an assessment of (i) an organisation's long-term strategic plan (ii) its governance structure including financial management and human resource management systems and; (iii) its track record of past performance;
- It provides core and programme funding;
- It must increase predictability of funding for RAO's;
- It will be contingent upon regular audit of financial and management systems, and appropriate reporting;
- It moves to a concern for outcomes rather than control over inputs;
- It enables RAOs to formulate and carry out long-term strategies in their field of specialisation;
- It enables RAO's to take an autonomous, critical position towards government and DPs;
- It reduces current high transaction costs for both RAO's and DPs.
- G-RAP will exist alongside additional project and programme funding arrangements.

To allow both established and emerging organisations to make full use of their potential to optimally perform their critical role of oversight of public affairs, we propose a two-tier approach. One tier will focus on the provision of core funding to well established, mature research and advocacy organisations with a track-record in policy research and advocacy based on a sound long-term strategy and proper financial management and governance systems. The second tier will provide programmatic and capacity building support to organisations that do not yet meet the eligibility criteria for core funding but that will likely become fully eligible in due time. Such support will include strengthening institutional and financial management and monitoring systems, and human resource

development. Detailed clear eligibility principles/criteria for both tiers will need to be worked during the design phase.

## CONSULTATIONS

Discussions have taken place between DPs and RAOs in which consensus has been reached on the principles and overarching framework for the proposed G-RAP initiative. RAOs suggested to broaden the scope of G-RAP beyond the GPRS framework and to better reflect partnership principles into the governance structure. Furthermore, it was suggested that G-RAP should function as a strategic platform for dialogue and collaboration between RAOs and DPs as well as with government and other interested partners.

Following the circulation of meeting notes, a working group of nominated RAOs chaired by CEPA met to discuss and refine the more detailed G-RAP concept note. The working group prepared a revised version incorporating the views and suggestions expressed during the brainstorming session. The revised concept note (July 2003) will form the basis for the participatory programme design for the G-RAP programme.

## PROJECTED TIMETABLE OF STEPS TO PROJECT APPROVAL

It is envisaged that in the coming period an external consultant will facilitate the actual drafting of the Programme. The first phase is to develop and finalise in a participatory way the design and mechanism for the proposed GRAP. This will mean building consensus amongst donors and potential partner organisations on the concept and the "rules of the game": eligibility criteria etc. During this phase, agreement also needs to be reached on the best mechanism for cooperation and reporting based on lessons learned elsewhere.

The second step is to design the programme and to develop the necessary tools for setting up a joint fund (MoU; contracts; ToR for management unit and other necessary tender documents). The third step will likely be validation and endorsement of the Programme Document followed by the issuing of the tender and the appraisal of bids.

In terms of timing this might look as follows:

July 2003:	Finalisation of concept note and agreement between DPs and RAOs on next steps including ToR and timing for programme design.
August (ending) 2003:	Recruitment of external consultant for the programme design
September 2003:	Participatory planning workshop on G-RAP and preparation of Draft Programme Document
October 2003:	Tender procedure for Programme Management Team
December 2003:	Start of the Programme

## INDICATIVE DEVELOPMENT PARTNERS (DP) CONTRIBUTIONS

DFID	£1.5m/5 years - \$2.3m (US)
DANIDA	8m KK/5 years - \$1.2m (US)
ROYAL NETHERLANDS EMBASSY	\$400,000/year - \$2m (US)
CIDA	\$4.5m/3years (tbc) - \$3 m (US)
EU	tbc
USAID	tbc