

**INSTITUTIONAL CAPACITY BUILDING
ICB
EVALUATION REPORT**

September 2004 - December 2007

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ACRONYMS and DEFINITIONS

Capacity	The ability to perform appropriate tasks effectively, efficiently, and sustainability.
Capacity Development	“A concept which is broader than organizational development since it includes an emphasis on the overall system, environment or context within which individuals, organizations and societies operate and interact (and not simply a single organization).” (UNDP, 1998)
Evaluation	“ a time-bound exercise that attempts to assess systematically and objectively the relevance, performance and success of ongoing and completed programmes and projects.” (UNDP, 1997)
ICB	G-RAP’s Institutional Capacity Building programme
Learning	Application of new understanding, skills and behaviours.
MTR	Mid Term Review
Monitoring	“- a continuing function that aims primarily to provide programme or project management and the main stakeholders of an ongoing programme or project with early indications of progress or lack thereof in the achievement of programme or project objectives.” (UNDP, 1997)
Organisational capacity development	Refers to the processes of organisational learning and change, in planning, monitoring, and evaluation engaged in by the PMT team (and its strategic partners) and the RAO organizations, at both the individual and higher organizational levels, intended to help maintain their viability and improve their operations
Partnership	Partnership is a relationship that results from putting into practice a set of - principles that create trust and mutual accountability. Partnerships are based on shared vision, values, objectives, risk, benefit, control, and learning as well as joint contribution of resources.
PMT	G-RAP’s Programme Management Team
Technical cooperation	The provision on concessionary terms of resources aimed at the transfer of skills and know-how and at capacity building within national institutions to undertake development activities.
RAOs	Research + Advocacy Organisations

14 RAOS engaged in Round 1 ICB (July 2005):

- a. ABANTU for Development (Abantu)
- b. The Ark Foundation (The Ark)
- c. African Security Dialogue Research (ASDR)
- d. African Women Lawyer’s Association (AWLA)
- e. Centre for Democratic Development (CDD)
- f. Centre for Economic Policy Analysis (CEPA)
- g. International Federation of Women Lawyers (FIDA)
- h. Foundation for Security and Development (FOSDA)
- i. Institute of Democratic & Economic Governance (IDEG)
- j. Institute of Economic Affairs (IEA)
- k. Integrated Social Development Centre (ISODEC)
- l. Institute of Statistical Social Economic Research (ISSER)
- m. West Africa Network for Peace building (WANEP)
- n. Women in Law and Development in Africa (WiLDAF)

Four “new” RAOs engaged in Round 2 ICB (May 2006)

- a. Institute of Local Government Studies (ILGS)
- b. Centre for Social and Policy Studies (CSPS)
- c. Northern Ghana Network for Development (NGND)
- d. Trade Union Congress (TUC)

Note: Appendix 3 outlines grant information for ICB

EXECUTIVE SUMMARY

This evaluation report draws on the experience of implementing the institutional capacity building (ICB) programme of G-RAP from September 2004 to December 2007 which engaged some nineteen prominent Research and Advocacy Organisations (RAOs) in Ghana. The focus of the Evaluation is on learning.

G-RAP's understanding of ICB was based upon UNDP's 1998 definition –

“A concept which is broader than organizational development since it includes an emphasis on the overall system, environment or context within which individuals, organizations and societies operate and interact (and not simply a single organization).”

The evaluation captures the essence of ICB activities from September 2004 to December 2007. Following G-RAP's Mid Term Review recommendations the capacity development programme targeting NGOs and Think Tanks has been wound up – it was the only such programme operating in Ghana. The MTR findings¹ advocated that G-RAP focus solely on core funding, thus making ICB demand driven rather than a subject of an independent grant. The rationale for this was that G-RAP's success or failure rested on its impact in relation to the multi-donor budgetary support (MDBS) rather than upon Capacity Development. The contention of this report is that such a policy is going to impact strongly as a barrier preventing new RAOs coming into G-RAP while there is a danger of reinforcing a clique of established RAOs who are already within the 'club' and seemingly becoming indistinguishable from the establishment they are supposed to be monitoring.

Major Findings

ICB interventions had a significant impact on the organisational lives of RAOs. All Research & Advocacy Organisations (RAOs) who underwent the process found the intervention positive. A large percentage of funding (53% in first round disbursements: 37% in second round) went into strategic formulation within RAOs resulting in nine strategies (Round 1) and seven in Round 2.

The ICB process facilitated the access of smaller RAOs to Core funding. This was particularly true of women rights/gender RAOs where ICB organization development acted as a stepping stone to core funding.

ICB's focus on process promoted the dialogue between RAOs, Donors and PMT. RAOs were in control of their OD processes. The general consensus was that, without the ICB's process emphasis, the PMT would have been viewed more as a donor gatekeeper rather than a facilitator of RAO- Donor interchange. This was a positive outcome that supported the operations of the wider GRAP.

The ICB process facilitated the engendering of G-RAP. The initiative was an ID intervention where the PMT facilitated stakeholders through the process of engendering the programme, including RAOs.

¹ See Mid Term Review by David Brown and Nicholas Atampugre –www.g-rap.org

Room for improvement

The initial process was too rushed and should have been delayed for six months allowing greater sensitization of RAOs and using the knowledge base of stakeholders to improve the programme before disbursement – notably within the area of gender. The PMT came under donor pressure to disburse before the close of 2004 but ironically there was a six month delay in donors making funds available. This six month period would have been sufficient to sensitise and raise awareness on OD/ID with the RAOs.

More money needed to be available for RAOs to completely revamp their organizations. Despite the relatively low level of funding, OD activities achieved considerable outputs and outcomes. More resources would have allowed greater progress to be made; particularly in the larger institutions – \$10,000 USD did not go far in institutions such as CEPA, CDD, IEA, ISODEC.

Institutional Development never quite got off the ground. Owing to lack of access to budgets ID activities were delayed to 2007 and were focused around the engendering of G-RAP. Having a dedicated budget for ID would have allowed for more activities particularly with a learning focus. Devolving the ID budget to RAOs would have sharpened possibilities for collaborative action. As with OD, however, there was a need for resources to be allocated to enable the sensitisation of RAOs on ID benefits.

Understanding and practice of organizational learning is not well-established within RAOs. In particular Leadership and Management competencies are low within RAOs where the focus is on professional competence. Most Executive Directors became so as a result of their programme knowledge and they have not acquired significant understanding of running organisations. Learning cultures, processes and systems are not understood. The ICB programme made some impact in this area but support needs to be continued enabling those enlightened Executive Directors and managers to carry on their leadership/ management development through activities such as coaching, mentoring, action learning – inevitably, there are going to be those Executive Directors who have buried their heads in the sand and close their minds or who think leadership / management learning is non-dynamic and they already know it all. Any programme should be targeted on promoting those who are capable of seeing the light.

Too much ICB time went on PMT related activities. Only 34% of the ICB Advisor's time was actually spent supporting direct ICB-related activities: other time was spent supporting and being involved in other PMT activities. A devolved ICB budget for both OD and ID activities would have yielded greater results.

The ICB programme would have benefited from being housed separately from G-RAP. Leading on from the previous point; if the programme had been separate from the PMT (with the latter's focus on business processes (applications, reporting, financing etc) the ICB could have been better focused. Housing it in a separate institution would have provided support for the OD Advisor, may have freed up the ICB process from unnecessary bureaucracy and allowed for greater creativity – particularly in terms of communication and ID activities. Initially, there were discussions about housing the ICB programme within IBIS – in retrospect this could have been a better option.

Engendering G-RAP While promoting the engendering of the PMT and RAOs, the donors exempted themselves from the process. Amongst the donors, only CIDA demonstrated any depth of commitment to engendering.

Recommendations:

Donors consider supporting a technical assistance/ capacity development programme. Not having a capacity development programme targeting NGOs and Think Tanks in Ghana limits the effectiveness of civil society organisation. It will also prevent smaller NGOs accessing G-RAP funding as their systems (especially strategic plans) will not meet G-RAP requirements thus reinforcing the clique of those organisations who are receiving funding. Any capacity development programme would be better housed outside of the PMT or G-RAP.

A side issue is that currently donors insist that funding is restricted to activities within Ghana – despite all RAOs having a West African Regional /Pan African presence. If organisations are going to be strengthened they will naturally raise their research and advocacy lenses from Ghana to a Sub-Regional focus and should not be penalised for this. Consideration should be given to making G-RAP regional.

Stakeholders should consider ways of providing ongoing support to leadership development and management development. The former would be targeted at Executive Directors and Boards - the latter managers. Mentoring, Coaching and Action Learning would be the preferred approaches to tackling this.

Mechanism need to be established to monitor the effectiveness of RAOs who are using G-RAP Core funds for ICB related activities. As RAOs are able to use Core funds for OD activities there is the risk that any money spent on OD activities will not be properly monitored. There is a need to develop systems to ensure OD support is of a sufficiently high quality to lead to quality outputs and outcomes.

Accountability Mechanisms. Creating an elite class of RAOs raises issues of how these organisations use their power. No mechanism exists for holding RAOs accountable for their actions/ non-actions. This is not only in terms of corruption (one Executive Director was publicly accused of corruption during the programme but the issue was not of any interest to any of G-rap's stakeholders!), but how RAOs use their power and influence to include, exclude, promote or ignore issues. There are clear indications that some of the RAOs are moving too close to the establishment to be able to objectively monitor. Creating accountability mechanism would be easier if the donors themselves adopted such systems – DFID for example promotes governance but has no mechanisms to hold itself accountable to its constituencies within Ghana.

There are two versions of this report – this full version along with a truncated bullet point version. If you are interested in a copy of the bullet point Report, please contact the PMT. In a conscious attempt to promote environmental sensitivity there is no intention to produce hard copies of these Reports.

Happy Reading

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1 Overview

1.1 Scope

This Evaluation Report reviews G-RAP's Institutional Capacity Building (ICB) programme from its inception in September 2004 to its close on 31 December 2007. This period captures the start-up for ICB activities with the formation of the PMT in September 2004, the assessment of RAOs, first disbursements of ICB grants in July 2005, second round disbursements in May 2006 and third round assessments in May 2007. In December 2007 ICB activities finalised following the Mid Term Review at the close of 2006 with its recommendations that ICB activities be subsumed into the wider Core Funding grants

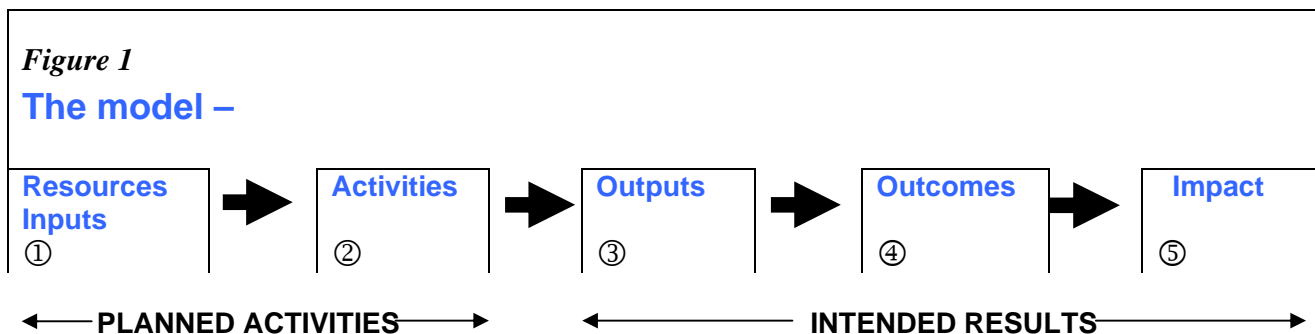
1.2 Purpose

The prime purpose of this ICB report is to evaluate the ICB programme, synthesising learning from both planned and unplanned activities in order to better inform stakeholders of future options surrounding ICB. The Report is not concerned with the wider G-RAP Programme merely those aspects which impinge on ICB. In essence it is a review backwards (important in generating accountability), a review of the present state along with recommendations to stakeholders on future ways forward (lessons learned).

The report has been strengthened following a participative review session in March 2007 where stakeholders had an opportunity to consider and input into the report. This reflects the third objective which is that lessons learned should reflect the experiences of stakeholders with the process itself a forum for ownership of new learning. In short the evaluation process is not something being done to stakeholders but it is a process that directly engages and empowers them.

1.3 The Model

The model used for the report is based on the five step 'Logic Model'. There are a great deal of similarity between various evaluation models – the advantage of the Logic model is that it provides stakeholders with a visual road map linking the planning and output stages, outlining the resource inputs to outcomes and outputs. The figure 1 below portrays this - when "read" from left to right describe programme basics over time from planning through to results.



The Basic Logic Model components shown above are defined below. These components illustrate the connection between *planned work* and *intended results*. They are depicted numerically by steps 1 through 5.

1. Resources/Inputs include the human, financial, organizational, and community resources a programme has available to direct toward doing the work.

2. Programme Activities are what the programme does with the resources. **Activities** are the processes, tools, events, technology, and actions that are an intentional part of the programme implementation. These interventions are used to bring about the intended programme changes or results. Intended results include all of the programme's desired results (outputs, outcomes, and impact).

3. Outputs are the direct products of programme activities and include types, levels and targets of services to be delivered by the programme.

4. Outcomes are the specific changes in programme participants' behaviour, knowledge, skills, status and level of functioning. Short-term outcomes should be attainable within 1 to 3 years, while longer-term outcomes should be achievable within a 4 to 6 year timeframe. The logical progression from short-term to long-term outcomes should be reflected in impact occurring within about 7 to 10 years.

5. Impact is the fundamental intended or unintended change occurring in organizations, communities or systems as a result of programme activities within 7 to 10 years.

1.4 Organisation Development (OD) + Institutional Development (ID)

The purpose of ICB is the capacity development of RAOs both individually and collectively through the use of both organisation development and institutional development principles and practices.

As originally outlined in the Programme Memorandum Document 2004) - ICB was only loosely defined but included reference to both OD and ID activities.

“Dialogue and coalition-building: Building coalitions and networks for advocacy on social, political and economic issues, organising public fora for the discussion of public policy issues, and organising strategic alliances such as the Anti-Corruption Coalition.

Applicants which are assessed as promising but which do not qualify for core funding will receive detailed feedback on their identified institutional shortcomings

Institutional Development Grants will be given for a set time period, usually for one year only They are intended to be used for specific activities that seek to strengthen the institutional capacity of RAOs (such as training and development, the provision of financial management assistance etc.). Institutional Development Grants may also support particular research and advocacy projects, where this is considered an appropriate means of building the capacity of a grantee.” (Programme Memorandum Document 2004).

Within the G-RAP programme OD activities are viewed as activities internal to individual RAOs while ID activities are designed to cut across RAOs and promote networking, coalition building. There is currently significant academic debate and divergence on precisely what ID is – both a wide and narrow definition exists. G-RAP uses the older, narrow version. – in other words to build activities that promote networking and co-operation with RAOs.

Throughout the ICB process it has been the UNDP's definition and understanding of "capacity building" or more recently "capacity development" - specific to organisations- which includes both OD and ID – that has been used. OD is defined as building the "efficiency, effectiveness and sustainability" of Organisations through the utilisation of proven social science techniques to engage RAOs in long term interventions that view total systems and processes.

ID is defined as building the efficiency, effectiveness and governance across an industry. Both are necessary to capacity build organisations with neither being sufficient on its own. (M. Hilderbrand and M. Grindle, UNDP 1994).

This Evaluation Report primarily centres on evaluating OD activities with limited attention paid to ID. This reflects the scenario on the ground which to date has primarily focused on OD activities – the notable exception being gender. Prior to the MTR - ID would have assumed increasing importance in the second phase of the G-RAP Programme.

1.5 IBIS/SNV

It would be a major oversight as we come to the end of this overview section not to mention the significant contribution made through the support of IBIS and SNV Netherlands Development Cooperation in their support of the ICB programme. The efforts of both organisations in support of ICB have greatly benefited the Programme in various ways.

- ◇ They provided quality OD services to RAOs
- ◇ Because both organisations' development goals coincided with those of G-RAP – their services were on a cost sharing basis which maximised the amount of OD activity available to RAOs.
- ◇ Invaluable support was given to the OD Advisor
- ◇ Additionally, in view of the overstretched administration capacity within the PMT an agreement was reached with SNV where a junior advisor would provide administrative support exclusively to the ICB programme on a part time basis.

In short the programme has been able to travel far further reaching a deeper depth of quality as a result of both organisations support.

1.6 Lay out of Report

This report is in nine sections – Section 1 is the overview: Section 2 raises some important background considerations necessary to contextualise the report: Section 3 views the inputs that have gone into the ICB process: Section 4 views Programme Activities : Section 5 RAO level activities: Section 6 views the outputs: Section 7 the outcomes of these activities – again at a programme and RAO level: Section 8 outlines the lessons learned and finally Section 9 focuses on the prime conclusions.

2 *Considerations*

2.1 **Definitions**

In this report there is a need firstly to germinate a common understanding of the terms; ‘capacity’: ‘capacity building’ and ‘organisation development’ and ‘institutional development’ – within the context of G-RAP’s ICB programme.

2.1.1 Defining Capacity Development in relation to G-RAP’s ICB Programme

A widely used definition of ‘CD’ was developed by M. Hilderbrand and M. Grindle, (November 1994) which in 1996 was adopted by UNDP:

‘Capacity -- The ability to perform appropriate tasks effectively, efficiently, and sustainable.’

Their definition sees the organisational approach as dealing with an entity, organization or even set of organizations with the three goals applying to the organisation as well as to individual tasks within the organisation.

2.1.2 Defining OD in relation to G-RAP ICB

From a Monitoring and Evaluation meeting on the 6 December 2005 involving facilitators engaged in the OD Assessment of RAOs the following consensus emerged on what constituted attributes and approaches to OD within G-RAP’s ICB process.

Attributes

- Managed from top (commitment of top management)
- Long term process
- Behavioural Science techniques / theories
- Focus on planned change
- System wide
- Enhancing organisational effectiveness
- Dealing with units within organisations rather than individuals
- Organisational culture seen as crucial
- Focus on organisational awareness

Approach

- Facilitative Approach – pose deep questions/ observations
- Entry at top level
- OD introspective process for facilitators
- Mirroring / being objective (on the margin)
- Make people feel safe
- OD is more than process – making it effective in terms of strategy
- Action Research – self as most basic tool to observe
- Preference for working with teams
- Reflective time –set aside

2.2 General problems regarding M+E in organisations

While organisational theory clearly defines the entities of an organisation, there is less consensus surrounding the understanding of processes within organisations, and even less certainty around the interaction of these processes. Maconick & Morgan in 1999 and Moore in 1995 listed comprehensively the problems facing the evaluation of organisational capacities.

These include:

- (a) capacity development itself is a diffuse and often poorly understood concept;
- (b) organizational capacity development is generally considered not to be a goal in itself, but a means to other development goals;
- (c) capacity development processes are difficult to specify and isolate and have few in-built mechanisms to draw attention to poor progress;
- (d) the attribution problem is especially acute in the case of capacity development where results may emerge only over a long period of time;
- (e) organization and management studies, the disciplines most relevant to capacity development, are only beginning to create a theoretically well-founded and commonly accepted body of concepts and terms; and
- (f) despite the existence of several frameworks for assessing organisations and capacity-development programmes there are few reports of their practical application.

2.3 The Problem of Impact

Within a thirty-nine month period (twenty four from when RAOs were first able to access their ICB grants) it is difficult to capture the impact of a capacity development initiative as socio-economic impact is usually considered on a longer (7-10 year) time frame. This point was emphasised in feedback from RAOs who felt that the brevity of the ICB intervention made it difficult to quantify even at 'outcome' level – let alone at impact.

It is also generally understood that measuring the impact aspects of any capacity development intervention is not practical. Capacity is never static and therefore by its own nature difficult to capture while the softer aspects of capacity development - such as influencing attitudes and mindsets: raising awareness – are even more difficult to capture. Here the focus is on process and values rather than on products. Following the logic model – the focus of this report is at the activities, output and outcome levels.

2.4 Success Criteria

2.4.1 As stated above the Institutional Capacity Building grants were initially only loosely defined. It was envisaged as an appendage to Core grants. This intended low profile along with the need to quickly disburse first round grants led to a situation where limited criteria were set for ICB – this was solely reflected in a few indicators within the Log Frame and Programme Memorandum Document.

2.4.2 Log Frame Indicators

- 2.4.2.1 1 RAOs that have been given access to G-RAP capacity building grants are able to gain better access to funding
- Number of RAOs gaining access to core funding increases
 - Number of RAOs gaining access to new sources increases

- 2.4.2.2 2. RAOs are more able to attract, retain, motivate and develop capable staff
Progressive improvements of professional competence of researchers hired by RAOs
 - Improved staff performance
 - Mean duration of vacancies declines over time
 - Sick leave rates decline
 - Length of staff contracts grows
 - Gender balance of staff improves
- 2.4.2.3 4. G-RAP provides Capacity Building Grants to RAOs
 - G-RAP provides 5% to 15% of the total annual grants budget for Capacity Building Grants for RAOs
 - This target will be revised, as donor funding increases
- 2.4.2.4 6. G-RAP provides capacity building to RAOs through third parties
 - Minimum of 10 days and maximum of 25 days per RAO, per 12 months grant
 - Completion of OD plan by participating RAOs
 - The above to be provided to at least 12 for Year1 RAOs
 - This target will be revised, as donor funding increases

2.4.3 Supplementary Indicators

In addition to these indicators clearly stated in the Programme Memorandum Document it is possible to retrospectively deduce or infer additional criteria:

- a) Development of an assessment tool by October 2004 to assess all applicants to G-RAP
- b) Capacity Building of RAOs through OD activities following development of ICB Workplans
- d) Capacity Building of RAOs through ID activities
- e) Effective and efficient utilisation of ICB funds

2.4.4 Process

A further consideration in relation to success criteria is that the capacity development of RAOs was not in itself the objective - rather it was RAOs themselves recognising and controlling the need for Capacity Development which was the prime intention. In order to avoid the classic pitfalls surrounding social engineering and to promote sustainability, the ICB process needed to be driven by the RAOs rather than determined by donor incentives or pressure.

So the process used becomes more important than what is achieved – the ‘how’ things are done instead of ‘what’ is done – a process that empowers through the promotion of trust, control & ownership. In effect such a process promotes an adaptive learning culture which is self-sustaining and is itself an important success criterion.

2.5 Flexibility

With the potential for a high level of RAO resistance in engaging with the ICB process, it was wise in this first round to be flexible in the interpretation of both what OD was and options as to what RAOs were able to do with their ICB monies. This flexibility applied to first round disbursements, for the second round the OD Assessments were more structured - around an analysis of current capacities matched against future capacity needs – as determined by each RAO’s strategy. This was reflected in a distinct shift between round one and round two OD Work plans.

3 *Resources/ inputs*

3.1 **Overview of ICB expenditure**

Breakdown of financial resources for ICB programme	US\$
a. Cost of the OD/ID advisor for ICB related activities in 2004-2007 (376 days of OD/ID input) The figure of £61,000 represents total time engaged in ICB as well as in wider programme management activities Only 34% of £61,000 (£20,740 or \$41,500) was spent on direct ICB activities (base: time-logs Appendix 1)	41,500
b. Back-up Administration support (SNV part time)	4,700
c. IBIS/ SNV OD assessments along with monitoring support	6,905
d. Funds allocated to RAOs (2005-2006: \$92,510; 2006-2007: \$211,250)	303,760
e. Various expenses paid to ICB Advisor	432
	TOTAL
	\$357,2987

3.2 **Explanation of Resource Inputs.**

The total resource input into ICB over the period September 2004 to 31 December 2007 was \$357,298 USD. This represents the five categories above which lists the total input made into the ICB programme. Budgets for both OD + ID activities were controlled by the PMT's Team Leader.

\$303,760 USD was paid directly to RAOs in terms of ICB grants leaving \$53,538 to be spent on ICB development activities. A total of \$6,905.00 was paid to IBIS/ SNV for producing all eighteen OD Assessments at the rate of \$150 per day and for contributing to PMT quality control sessions. SNV received \$5,289.37 for their contribution and IBIS \$1,615.63.

3.3 **ICB Advisor**

The total of allocated days from September 2004-December 2007 for the ICB Advisor was 376 days. Appendix 1 gives a full breakdown of the ICB Advisor's time allocation. The 376 days represents both time spent on PMT activities as well as direct engagement on ICB. Engagement on PMT activity at 66% far exceeded the 34% of time spent on ICB related activities.

It is important to disaggregate the activities of the OD Advisor on wider G-RAP activities from those spent on ICB. The input analysis in this Report relate solely to direct ICB activities. Significant time was spent on structured meetings (29% of overall time) and Self-Assessment (11% of overall time). Actual contact time with RAOs was low (8% of overall time) equating to 29 days - mainly reflecting the overview nature of the ICB Advisory role which discouraged direct engagement -the intention of the role was to overview and to outsource directly engagement which contrasted significantly from the role of PDA in the RAVI sister fund.

3.4 **SNV-Administrator**

In October 2005 -owing to the under-capacity of administrative support within the PMT - the services of a junior advisor at SNV, Eunice Agbenyadzi, were co-opted on a part-time basis to support the ICB process reflecting ICB being a more complex programme than core funding to administer. Essentially core funding is a one off payment while ICB needed to track a journey undertaken by the RAO through organisational

assessment, production of workplan, tracking of activities, evaluation of activities. The rationale of outsourcing this was that it was more cost effective to use Eunice's time on administration rather than the OD Advisor's relatively more expensive time. Eunice's total engagement cost was \$4,700.95.

Based at SNV - Eunice Agbenyadzi essentially co-ordinated the administration of ICB activities within the RAOs – in terms of gathering data from each RAO and determining where they were in the ICB process. Eunice also played a key role in administrating Organisational Assessments and reporting back on these to the ICB Advisor.

3.5 IBIS/SNV Payments

IBIS had been engaged in G-RAP's conception and was seen as the obvious preferred development partner in supporting ICB. Early expectations in September 2004 were that perhaps four or five RAOs would engage in the ICB process. In the final event eighteen RAOs were awarded ICB grants. This greater than anticipated number of RAOs engaging in ICB activities necessitated the inclusion of more resources and the inclusion of SNV - Netherlands Development Organisation. In September 2005 a tripartite Terms of Reference was signed between G-RAP's PMT, IBIS and SNV where cost sharing support was agreed and outlined for those RAOs who so required IBIS/SNV support.

The cost-sharing resulted in IBIS/SNV agreeing to charge fees of \$150.00 per day for the facilitation of the Organisational Assessment Workplan and for any engagement in Monitoring/Evaluation. Implementation fees would be \$250.00 per day, considerably lower than the \$350-\$800 per day fee charged by comparable private consultants who did not necessarily offer the same level of high quality services and whose prime drive was finance rather than development.

Consequently all eighteen RAOs opted to have their OD Assessment with IBIS/SNV with only one RAO – ASDR- failing to go through the assessment process and consequently did not qualify for its ICB grant.

3.6 Institutional Development Funds

Institutional Development funds are not given to individual RAOs but are held in a central budget in the PMT to promote collaborative activities between RAOs. Over the period of this evaluation activities have focussed on OD work within RAOs while it was the intention of promoting ID activity in the final phase of the ICB programme – this was prior to the MTR. Up to 31 December 2007 \$20,000 had been made available for the specific purpose of engendering the PMT and RAOs.

3.7 Expenses

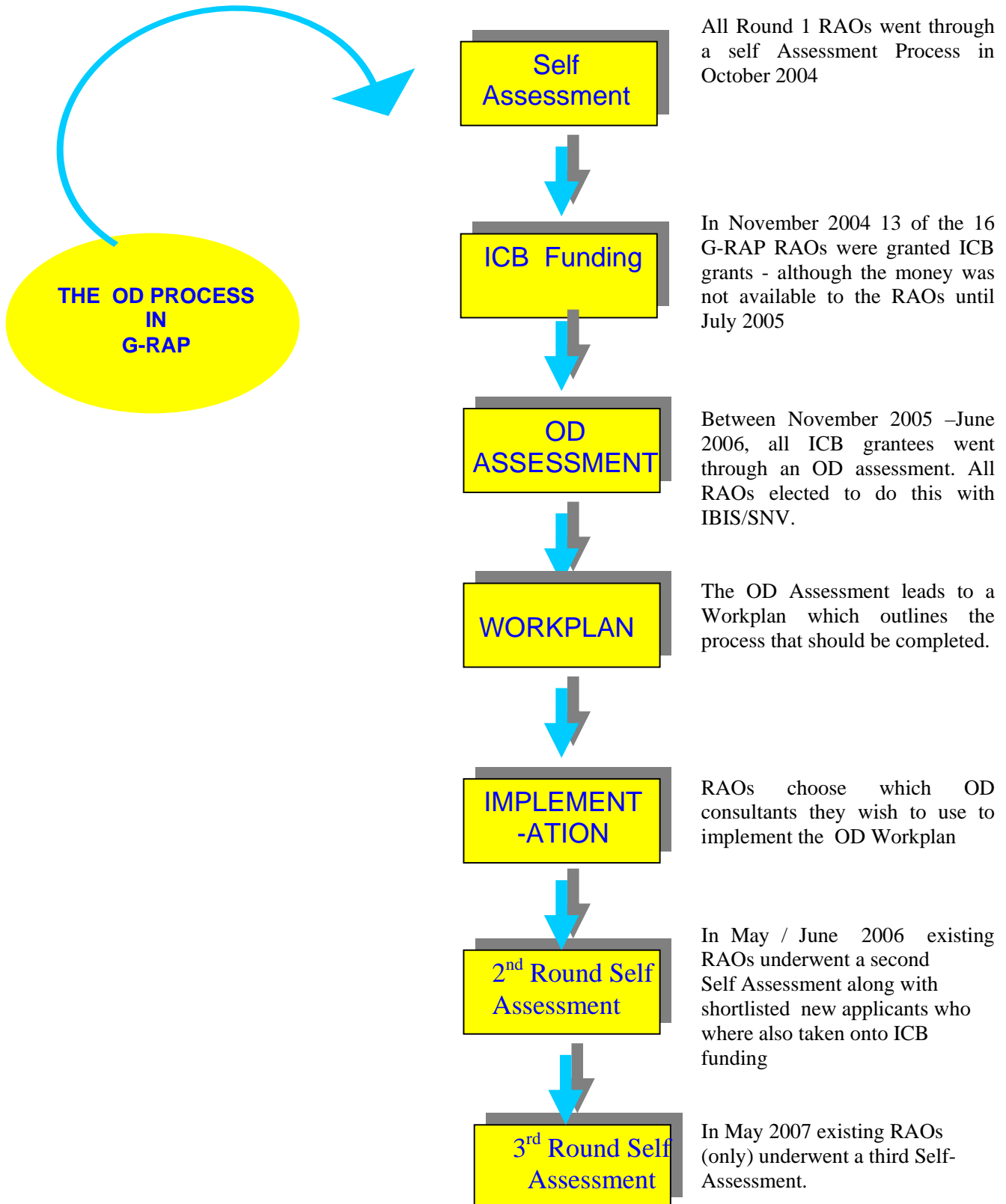
It is worthwhile to note the low level of expenses (\$432) which impacted negatively upon the programme. With expenses to the OD/ID Advisor limited to a monthly telephone card, the ability to visit RAOs (particularly outside of Accra), to communicate with RAOs, to interact with Consultants engaged on the programme, to work within the PMT or to attend any meeting was dramatically curtailed. It created a scenario where any form of action had to be subsidised from the OD/ID's advisor's personal funds.

Expenses for IBIS/SNV amounted only to travel time which were subsumed into their overall fees. In effect communication and all other charges were subsidised by IBIS/SNV as part of their commitment to the G-RAP programme.

Third parties engaged in the implementation of OD Workplans charged the RAOs directly for any expenses as part of their fees.

4 Programme Activities

4.1 The Process Explained



4.2 Self Assessment

The Self-Assessments were a priority within the first three months of the programme. An assessment tool able to identify both the existing capacity and organisation development needs of RAOs was a prerequisite for the start up of the ICB, Technical Assistance and Core programmes. Several organisational assessment models were looked at before an adaptation of a format designed by McKinsey & Co was chosen following circulation and discussion with a representation of stakeholders. While the format was that of McKinsey and Co each of the indicators had to be created afresh to suit the particular requirements of RAOs while there were four graded levels for each indicator (see below).

Example of indicators and levels for research:

Elements	LEVEL ONE Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	RATING
1.1 Innovative	No original research; tends to be secondary or compilation of others' research; areas of research (including location/ sector) are well covered by other organisations	Focus is secondary research; area of research (including location/sector) covered extensively by other RAOs; research is driven solely by project requirements	Primary research is main thrust; area of research is underrepresented within Ghanaian context; location/ sector is under represented; research relates to strategic plans of organisations	Highly innovative primary research within under represented location/ sector; research of central significance to society; depth or area of research not duplicated by others; RAO seen as lead in area of research;	1-4 with '0' indicating no evidence.

It was recognised that the PMT in a 2-3 hour assessment interview would gain greatest understanding and generate most information through facilitating the RAOs through a self-assessment process rather than the PMT attempting to assess the RAOs. A further fundamental principle underpinning the assessments was the need to capacity build RAOs through the assessment process itself endorsing the adoption of a self-assessment approach which focuses on development, empowerment and ownership. Adopting this facilitative approach the role of the PMT in the self assessment process was to stimulate qualitative discussions which would allow RAOs to self-reflect and establish OD priorities.

The initial self-assessment included 106 indicators – a mixture of OD and RAO competencies. Over the course of the eighteen months the self-assessment evolved. Applicants shortlisted for second round funding – as well as existing RAOs - went through a truncated assessment consisting of 60 indicators for new applicants to G-RAP and 35 indicators for RAOs going through reassessment. In the third round this was further reduced to 30 indicators. Notably gender indicators had been added from Round 2.

For round two self assessments, UNDP guidelines for organisational CD (UNDP 1998) were more formally adopted. Based on Hilderbrand & Grindle's coherent framework some five levels of self assessment were identified. The UNDP report further recommended that these capacities need to be assessed from two perspectives: required *future* capacities and *existing* capacities. Comparison of these two allows identification of gaps or weaknesses in capacity. This allows some preliminary strategies to be defined. The required future capacities are, at this stage, often estimated and will be refined later at the subsequent stage.

It is interesting that although the self-assessments were designed to be quick (three-four hours Round 1: one and a half hours Rounds 2+3) and empowering for the RAOs, they attracted considerable resistance – despite RAOs themselves being engaged in their design. RAOs essentially did not like the process of self assessment - even choosing to forgo an ICB grant by scoring themselves ‘high’ on all indicators. One RAO scored itself at maximum points for all indicators for Round 2 & 3 – very fast and thought free but blocking access to funding for its OD activities and more importantly blocking itself to any intended learning from the process.

Significant time of the ICB Advisor was taken on the Self-Assessment process – ie design, implementation and analysis – in all some 11% of overall time amounting to 41 days. In Round 2 and Round 3, the Programme Manager assisted in the design and administration of the self assessment tools.

4.3 OD Assessments + Workplans

OD Assessments were assessments undertaken by experienced OD practitioners of all RAOs. The assessment leads to an OD Workplan which identifies key priorities for the RAO to focus on. The process normally consisted of a two to four day assessment although this was extended in some organisations because of geographic spread or complexity of organisation.

Assessments were demand driven with RAOs choosing who would undertake them – all elected to use the services of IBIS/SNV. For the PMT this scenario had the advantage of standardising the analysis across all RAOs and of ensuring that the PMT (through cost-sharing) maximises engagement within RAOs whilst maintaining quality: for the RAOs the benefit was of a quality analysis at a lower than market rate cost.

Table 1

OD ASSESSMENT to 31 Dec 07	Facilitator Days Used	Cost \$
2005-2006		
Abantu	1.19	178
Ark	5.45	817.19
ASDR	0	0
AWLA	3	450
CDD	4.84	726.56
CEPA	0	0
FIDA	8.99	1,348.44
FOSDA	0.5	75
IDEG	1.81	271.88
IEA	1.31	196.88
ISODEC	0	0
WANEP	1	150
WILDAF	2.88	431.25
2006-2007		
CSPS	1.8	262
IGLS	1.4	206
NGND	4	600
TUC	0	0
TOTALS	38.17	\$5,713.20
AVERAGE	2.7 days	\$408

Time Frame

In the first round of G-RAP funding 13 of the 16 RAOs funded by G-RAP were given ICB grants which were available from September 2005. With the delayed disbursement of grants only two organisations went through an OD Assessment in 2005 while (with the exception of ASDR) all other Round 1 RAOs went through the OD Assessment in 2006. One RAO -ISODEC – did not require any OD Assessment as it had been assessed just prior to September 2004 by SNV. CEPA used all its \$10,000 grant to undertake a full assessment enabling it to attract funding from another donor.

In July 2006-three new organisations were introduced to the ICB process – CSPS, IGLS, The Northern Ghana Network, while seven existing RAOs had additional funding to augment first round funding viz ABANTU, FIDA, FOSDA, IDEG, ISODEC, WANEP, WILDAF. In addition the TUC was granted funding to establish an exit strategy from G-RAP. ISSER veered money from its core grant to fund a strategic retreat.

The organisations who had their ICB funding renewed (along with the TUC) developed workplans in conjunction with the OD/ID Advisor. The exception to this was FOSDA which did not access its ICB funding. SNV developed the workplans for CSPS, IGLS & NGND.

As table 1 demonstrates it is possible to break down the days spent on the OD Assessment which amounted to some 38 days spread across the 14 participating RAOs (TUC, CEPA, ISODEC did not need to have their Workplans facilitated by G-RAP).

The analysis outlines both the cost and the number of days used in the OD Assessment process as it relates to RAOs. These are days used by IBIS/SNV in putting together the OD assessment within RAOs at a cost of \$5713.20 – The figures do not include time which the PMT required facilitators to spend on quality control. With quality control factored in the full cost of the IBIS/SNV intervention is \$6,905.00.

The OD work-plan derives from the OD Assessment and outlines the OD route for the organisation to follow. IBIS/SNV developed all but two of the work-plans - the two exceptions were CEPA's (whose work-plan is essentially a highly detailed OD assessment which will allow it to access ACPF funding) and ISODEC (which had been undertaken by SNV prior to September 2004). ASDR could not manage to organise an OD Assessment.

4.4 Implementation

This is implementation of the OD Workplan -with the exception of ASDR and FOSDA all ICB grantees implemented their Work-plans and utilized their funds.

Implementation days varied between RAOs depending upon the size of their ICB grant and upon the fees of their chosen consultant. Consultancy fees varied considerably from \$250 per day to \$800 per day.

Most RAOs undertook the implementation process extremely seriously attempting to negotiate maximum outputs with their consultant.

WANEP has organised a strategic retreat in the second week of January 2008 with all other ICB grantees utilising all their grants.

4.5 Monitoring + Evaluation Activities

Two M+E meetings were held in this period – 31 January and 31 March 2006. The focus of these meetings was to engage facilitators and strategic partners in a lessons' learned approach to the OD process. A key feature was to enable RAOs to acquire ownership of the process – rather than a process driven by the PMT.

It is possible to synthesis the principles that need to support M+E within the above ICB framework.

- Recognition that the (development) process is as important if not more important than content
- Primary needs to be focussed on learning, awareness and capacity to change – recognising that people & contexts change.
- Needs to be participatory – there is an assumption that participation, leads to ownership which leads to sustainability – those whose capacities are being build should be in control of the process
- Systems need to develop indigenous capacity
- Flexibility – the approach should be flexible enough to adapt to changes inherent in CD moving away from rigid accountability/ control requirements

4.6 ICB Administration Activities

The OD Administrator (Eunice Agbenyadzi) is based at SNV and works part time for G-RAP's ICB programme on the basis of 50% of salary being paid for by G-RAP and 50% by SNV for her work as a Junior Gender & OD Advisor. Specific administration tasks for ICB support included:

- a. Refer information requests from RAOs to the appropriate ICB Manager and/or G-RAP.
- b. Create an electronic log file listing all correspondence between RAOs and IBIS/SNV relating to the ICB Grants.
- c. Operate the system that verifies time-logs of all implied consultants for inputs delivered against validated RAO reports, against agreed work-plans for all ICB Grantees who have contracted with IBIS/SNV.
- d. Liaise with and inform G-RAP of the terms of any third party engagement under the ICB Grants (i.e. external consultants and/or training institutes).
- e. Operate a data base - of RAO ICB Grantees who have contracted with IBIS/SNV - for monitoring and collating M+E related data.
- f. Participate on a quarterly cycle with the PMT in the monitoring and evaluation of the ICB programme.
- g. Ensure that relevant staff within IBIS/ SNV and G-RAP is adequately introduced to the above support systems.

To date Eunice has not worked 50% of her time for G-RAP but this will balance over the remaining seven months of the programme where the imbalance in hours will be corrected. For the period January 2004 –December 2006, 52 days (471 hours) had been used by Eunice in support of ICB administration of these 31 days was concerned on activities with RAOs: 16 days on Institutional Development Activity (since July 2006) and the remaining 5 days with quality analysis with the PMT.

In addition to the above activities – the OD Administrator has contributed to the following:

- Research and support to the Parliament/ RAO initiative on sharing data
- M +E activities
- Direct engagement with RAOs – particularly ISODEC, WILDAF, ARK Foundation and FIDA
- Reporting on Administration process
- Analysis of OD Assessments

4.7 ICB Activities of OD Advisor

4.7.1 *Figure 2- Time Line*

The time line below lists ICB activities in relation to ICB – it does not list activities engagement in wider PMT activities.

Sept – Dec 04	Jan – March 05	Apr-June 05	July-Sept 05	Oct – Dec 05
Self Assessment Developed	Five meetings with RAOs	TOR with IBIS/SNV + Independent OD providers	Presentation to RAOs on ICB	OD Assessment and workplans with three RAOs
Assessment of 29 RAOS		Contracts designed and signed with all providers	Seven visits to RAO	Seven visits to RAOs
Agreement of RAOs for ICB support		Assisting in recruitment within a RAO	Assisting in recruitment within a RAO	Production of Storyboards for all RAOs (necessary for Third parties working with

				RAOs)
Sensitisation of RAOs to ICB – via meetings and Newsletter			Flyer to assist in understanding of ICB process + notification of OD practitioners	ICB Newsletter produced
			Disbursement of ICB Grants	Design of ICB database and financial tracking mechanism for SNV + PMT
			ICB 1 st Learning (M+E) Event	ICB 2 nd Learning (M+E) event

Jan – March 06	Apr-June 06	July-Sept 06	Oct – Dec 06
Revised and updated database for ICB	Second Round Self-Assessments	Start of ID process with engendering of Programme and discussions with Parliament Centre, RAVI for session between RAOs and Parliament	Ongoing work on RAO/ Parliament event
Fourteen visits to RAOs	Twelve visits to RAOs		3 visits to RAOs
Production of M+E Draft Report	Revised work-plans (and Storyboards) for RAOs		Engendering activity for G-RAP Programme
OD Assessment and Work-plans with RAOs	OD Assessment and Work-plans with RAOs	Six visits to RAOs	Evaluation Report for ICB
Start of implementation within RAOs			
ICB 3 rd Learning (M+E) Event			
Revision of Self Assessment Criteria for second call.			

Jan – March 07	Apr-June 07	July-Sept 07	Oct – Dec 07
Finalising Evaluation Report	Gender development	Gender retreat	Assisting RAOs to wind up ICB activities
Commitment of ED to gender Facilitating Gender Steering Committee	Self Assessments for Round 3	Updating storyboards	Finalising Gender activities
Recruitment of Gender Specialist	Assisting RAOs to wind up ICB activities	Gender development	Work on evaluation report
Presentation of Evaluation Report to stakeholders			

4.7.2 ICB Activities of OD Advisor

Overview

The period September 2004-December 2005 was the start up period of the PMT where significant time was spend on planning meetings with the PMT. ICB has also the brief for Assessments – not only for ICB grantees but for Core and Technical Assistance. Assessment tools had to be developed quickly within this initial period as well as the running of self-assessments for all RAOs.

The early part of 2005 was primarily engaged with contracting – with legal contracts and TORs having to be constructed for engagement with IBIS and SNV and with the PMT and RAOs. Non-familiarity of this legal dimension led to many hours being spent on contracting. The recruitment of a Programme Manager in September 2005 meant that large chunks of the management type activity undertaken by the OD Advisor could be moved to the new role.

Planning for institutional development activities commenced in 2006 with two activities – the working on Parliamentary /RAO research and advocacy sharing and common staff training. The 1% of time spent on ID activities reflects the primary emphasis on OD within the first eighteen months of the ICB programme

although the lack of access to ID budgets by the OD Advisor was a contributory factor in non-activity.

In the period November 2006 – January 2007 most time was spent on evaluation of the programme along with time on engendering G-RAP. The limited days remaining limit the amount of attention able to be paid to other activities.

In 2007 the focus was very much on winding up the ICB process following the MTR Report. Round three assessments in May 2007 resulted in no new ICB grantees and no renewal of ICB grants. Meanwhile the number of PMT engagements and activities reduced considerably. In contrast to this disengagement we see increasing amounts of OD/ID Advisor's time went into facilitating the engendering of G-RAP.

The table shows that relatively little time was spent on ICB (34%) with the majority of time (66%) being spent on Programme Management activities. Further analysis reveals further the amount of time spent of PMT specific activities rather than exclusively ICB activities:

Attending meetings	= 26% (97 days)
Visits to RAOs	= 8% (29 days)
Administration	= 24% (90 days)
Gender	= 9% (34 days)
Working on Assessments	= 11% (41 days)
Report writing	= 7 % (27 days)
M+E Reports	= 6 % (23 days)
Newsletters	= 3% (10 days)

Contact Time With RAOs

Direct contact time with RAOs on their premises was 8% of the ICB Advisor's time, with considerable more time being spent on email and telephone contact with ICB RAOs. It was never the intention of the ICB programme to promote direct engagement between ICB Advisor and RAOs – the role was primarily an overview one - which these figures reflect. Primary RAO engagement was through selected OD practitioners or through facilitators directly selected by the RAOs to implement their ICB Workplans.

5. *Activities within RAOs*

5.1 **General Analysis**

In the first round ICB grants were used loosely in that a very wide definition of organisation development was used reflecting the lack of time for sensitisation before first round funding decisions had to be made.

Several of the larger RAOs - IEA, CDD, CEPA – were not given second round ICB grants with the funders believing that Core Funding should be diverted to cover ICB activities. One organisation – who did not receive an ICB grant did just this using \$30,000 of its Core funding to conduct a strategic workshop for all its staff. No third round ICB grants were given.

Most grantees focused their ICB expenditure on strategic formulation – some 53% of expenditure in the first round and 37% in the second round -enabling longstanding and deep rooted problems to be resolved with the support of outside consultants. The role of the Board's in relation to that of the Executive Director was a pertinent issue amongst several RAOs although governance issues such as accountability, appointment of board members, were generally discarded. Both rounds witnessed a scramble to acquire or upgrade ICT – this accounted for the high level of activities under 'communication' – RAOs were also encouraged to use core funds for this purpose.

Many of the RAOs in the ICB process are RAOs being led/ managed by their owner/ founder. There is a temptation to follow western management school best-practice in seeking to put in place more democratic systems and structures – this, however, would be a mistake as the RAOs themselves need to find their own organisation solutions in their own time and within the context of their own culture and history. At heart there are issues surrounding leadership which impinges on this. The Executive Directors generally have limited understanding of best leadership techniques and constantly trip over their own shoe laces as they try to manage complex changes with competencies that are more programme rather than organisational.

In quite a few RAOs there is a difference in the Executive Directors' espoused values and actual behaviour – the Executive Director may say they wish a particular course to be followed but their day to day actions demonstrate the contrary.

The three charts below reveal the priorities of the RAOs - once essentials such as strategy and ICT have been met – resources are directed into activities such as HRM and Training. Many policies were developed in the second round – HRM, Management and Board. The missing link is the focus on organisational learning at an individual (especially Leadership Development), team and system wide level - along with the realisation that change and learning are interlinked.

Gender at 6% of expenditure needs to be considered against the wider engendering exercise where \$20,000 was spent across all RAOs. The 6% refers to an engendering initiative by ILGS and gender training undertaken by ISODEC. These two were the only organisations to adopt engendering outside of the wider initiative. Abantu, Ark, CDD, CEPA, FIDA, IEA, ISODEC, WANEP, ILGS stand out as RAOs who engaged in the engendering process whole heartedly spending staff resources not only for their own organisations' benefit but for the benefit of the wider programme.

Figure 3

Analysis of Round 1 ICB Expenditure

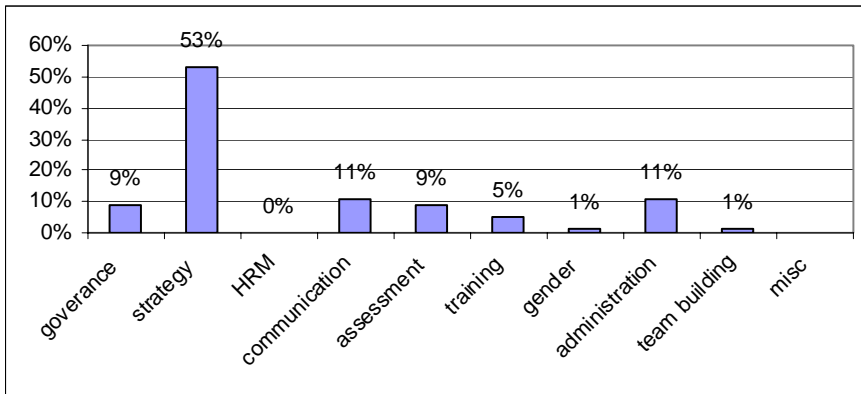


Figure 4 – shows RAOs very high focus on governance, strategy and ICT (communication).

Figure 4

Analysis of Round 2 ICB Expenditure

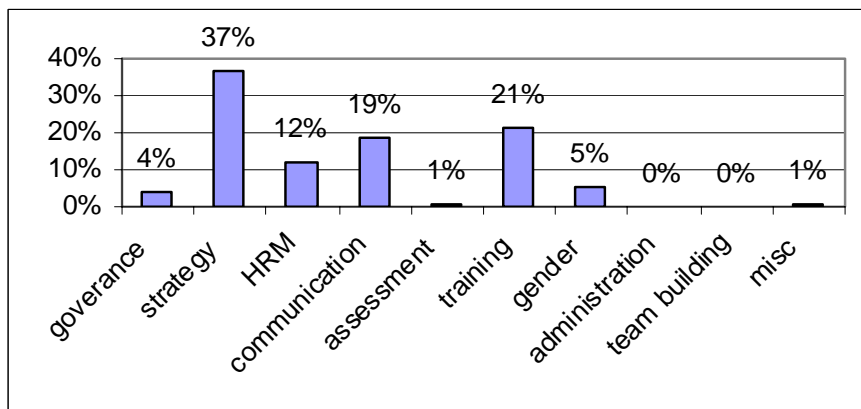
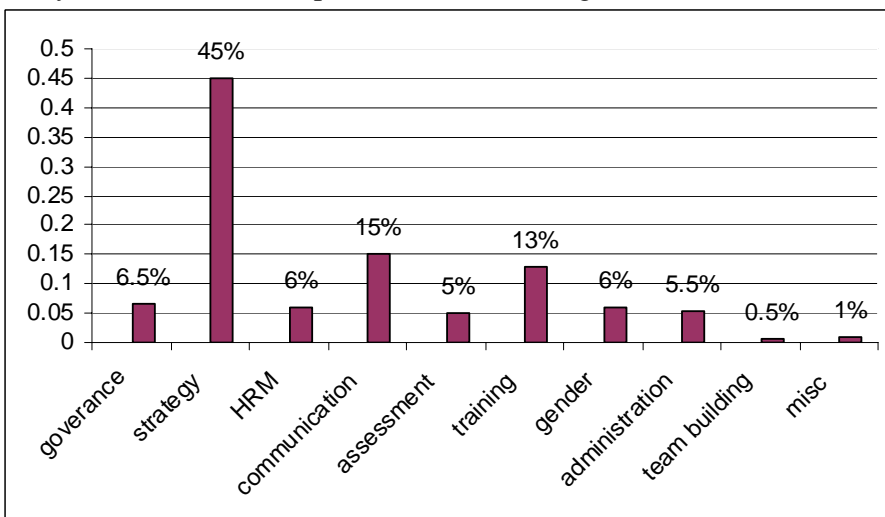


Figure 5 – continued the prioritization of strategy and communication: less focus on governance and a shift to HRM, and especially training.

With the exception of WANEP – who were not capable of implementing their planning - all RAOs following proposals outlined in their ICB Workplans.

Figure 5

Analysis of Total ICB Expenditure in Percentages



5.2 Governance

Governance generally included working with Boards on appreciating their role within a not for profit setting – establishing mechanisms to evaluate organisational performance and establishing accountability. Often this also resulted in manuals which were developed to guide the Boards. In the above tables four organisations directly engaged in work with its Board. This has to be tempered in noting that most RAOs included members of their Board on strategic formulation workshops. Governance and the RAOs themselves being accountable to their constituencies is still an issue for most RAOs who could go significantly further in improving their own accountability structures.

5.3 Strategy

Over half of first round funding – 53% - and 37% of second round funding -was spent by the RAOs on strategic formulation. This meant that sixteen RAOs have engaged in the strategic formulation process – with strategy - by far identified by RAOs as their most pressing need.

The focus on strategy includes:

- Strategic formulation (values: mission: vision: strategic goals + objectives)
- Strategic planning – implementation of (normally) annual plans
- Organisational culture – the day to day processes and activities of an organisation
- Leadership (mentoring, coaching and awareness raising)

The issue of Leadership is a serious issue for all RAOs where Founder Managers are essentially managing rather than leading their RAOs. Indeed there is a shortage of management competence and leaders are unable to perform a leadership role as there are no managers to delegate to.

5.4 Human Resource Management (HRM)

Round 1 found limited resources being spent by RAOs on HRM. Three RAOs spent some of their grant on HRM training while another focused on Team Development. The low priority given to HRM reflects the pressing need that most RAOs had on developing a strategy or resolving long standing ICT problems.

14% of expenditure in Round 2 focused on HRM activities with several RAOs using funding to boost their recruitment and performance (appraisal) systems and develop policies. HRM planning is not generally well developed with RAOs not adopting an integrated strategic approach. Few RAOs have any framework for such integration while the Think Tanks would generally benefit from employing in-house HRM expertise.

5.5 Communication

Communication is used in its wider definition – embracing not only communication systems but also ICT technology (software/ hardware) with one RAO using its total first round ICB grant of \$10,000 on the purchase of ICT systems and several RAOs using ICB funding for web page developments. 18.5% of Round 2 total funds (\$39,872) was spent on ICB. Two Resource Centres were opened as a result of funding.

5.6 Assessment

One RAO used its ICB grant of \$10,000 on a full OD assessment to enable it to attract significant further funding from a donor.

5.7 Training

While only 5% of ICB expenditure was spent on training in Round 1, 21% (or \$44,268) was spent in Round 2 reflecting the realisation by RAOs of the need for training. Training varied significantly – management, financial management, staff. The suspicion is that we are witnessing the tip of the ice-berg with an enormous training needs still undiscovered.

There is general appreciation amongst Executive Directors of the need for substantive management development programmes. Several explained their dilemma as not being able to move into a leadership role because constant day to day crisis bringing them back to management. Many of the managers within the RAOs have no formal management training – several have risen from Project or Programme Managers and are expected to absorb the wider Operational Manager role without any understanding of best practice.

Training and development seems to be very much in its infancy within the RAO community – individuals are sent on programmes often with no prior business or individual needs analysis, no analysis of intended impact, little indication of mechanisms to anchor training back in the RAO when the staff member returns, little linkages to professional associations and little planning around work based opportunities for personal development. In effect no training needs analysis occurs (there needs to be a wider HRM framework for this), no monitoring takes place, no cost benefit analysis occurs.

5.8 Gender

One RAO spent some of its first round ICB funding as a contribution towards an organisation wide gender audit. While ILGS used its ICB grant to engender the organisation. The figure of 6% expenditure on gender needs to be taken against the background of the wider G-RAP engendering exercise which has embraced all the RAOs with only ASDR and TWN being disengaged from the process.

5.9 Administrative Systems

Two RAOs used first round ICB funding to review administrative and financial systems. One of these RAOs spent the entire ICB grant on this while the other part funded an ongoing review of administrative procedures.

5.10 Miscellaneous

Two RAOs used their funds on revamping their M+E systems.

6 Outputs

- 6.1. Previous sections of this report have concentrated on analysing the inputs and resources into the ICB process. We now turn our attention to the results generated from this. **Outputs** are the direct products of programme activities and include types, levels and targets of services delivered by the programme.

This report views two areas of output:

- Programme outputs
- RAO outputs.

The sections below focus on an analysis on outputs firstly at programme level and then at RAO level.

6.2 Outputs at Programme level

An obvious place to analyse Programme Outputs is to view how well the success criteria mention in Section 2.4 have been realised.

To recap the success criteria included:

- a. Meeting requirements of Logframe
- b. Development of an assessment tool by October 2004 to assess all applicants to G-RAP
- c. Capacity Building of RAOs through OD activities following development of ICB Work-plans
- d. Capacity Building of RAOs through ID activities
- e. Effective and efficient utilisation of ICB funds

6.2.1 Meeting Requirements of Logframe

- 6.2.1.1 *“RAOs that have been given access to G-RAP capacity building grants are able to gain better access to funding”*

In June 2006 The Ark Foundation, FIDA, IDEG, WiLDAF were granted pre-core funding primarily on the basis of progress made in implementing their ICB Work-plans. The second round witnessed an extension of ICB grants – almost a 100% increase in actual value which included funding to existing funding as well as ICB grants to new four new research and advocacy organisations – CSPS, ILGS, Northern Network for Development and the TUC.

In Round 3 the Funders Committee following the advice of the MTR in not granting any organisation ICB funding.

- 6.2.1.2 *‘G-RAP provides Capacity Building Grants to RAOs*
- G-RAP provides 5% to 15% of the total annual grants budget for Capacity Building Grants for RAOs -- This target will be revised, as donor funding increases.’

Through the combined funding of Round 1 and Round 2 7.8% of funding was spent on ICB thus meeting this requirement. Donor funding did not increase.

- 6.2.1.3 *'G-RAP provides capacity building to RAOs through third parties*
- *Minimum of 10 days and maximum of 25 days per RAO, per 12 months grant*
 - *Completion of OD plan by participating RAOs*
 - *The above to be provided to at least 12 for Year1 RAOs*
 - *This target will be revised, as donor funding increases'*

It is important to note that the process of selecting which OD Practitioner or Management Consultant was driven by RAOs who determined their own agents to undertake both the OD Assessment as well as engagement through the implementation process of the ICB Workplan. The number of days OD support available to a RAO is very much determined by the daily fee charged by their consultant. Fees ranged between \$250 - \$800 per day making the first sub-indicator (*Minimum of 10 days and maximum of 25 days per RAO, per 12 months grant*) beyond the control of the PMT – indeed some RAOs were able to only spend three days on capacity development activities before depleting their funding allocation.

All RAOs did complete an OD Workplan – (ASDR was the only exception) – to access their ICB funding. Apart from OD practitioners working for IBIS and SNV -the following OD specialists and Consultants were used by RAOs during the eighteen month period:

- Akosua Agyeman, Crossbridge Consult (local Ghanaian consultancy)
- Rosaline Baatuolkuu-Obeng-Ofori
- John Nkum, Nkum Associates (local Ghanaian consultancy)
- Steve Perry (Canadian consultant)
- Alan Langton (UK consultant)
- GES (German consultancy group)
- Psychon HR (local Ghanaian consultancy)

Approximately 50% of implementation of OD Workplans are through third parties. The PMT in conjunction with IBIS/SNV identified eight experienced OD practitioner consultants -details of which were circulated to RAOs for their consideration.

The final sub-indicator (*This target ((ie for number of participating RAOs)) will be revised, as donor funding increases*) was not met as donor funding did not increase as originally anticipated.

- 6.2.1.4 *“RAOs are more able to attract, retain, motivate and develop capable staff*
Progressive improvements of professional competence of researchers hired by RAOs
- *Improved staff performance*
 - *Mean duration of vacancies declines over time*
 - *Sick leave rates decline*
 - *Length of staff contracts grows*
 - *Gender balance of staff improves'*

This particular Log-frame indicator was not met – or rather the PMT has no data to validate its attainment. There is little point in searching for the information as only seven RAOs invested any resources on HRM activities. The engagement of most of the RAOs focusing on recruitment, absence and gender would have been a necessary first step in meeting these indicators. RAOs are rightly autonomous in establishing their ICB activities – this particular indicator is outside the control of the ICB programme.

6.2.2 Assessment

‘Development of an assessment tool by October 2004 to assess all applicants to G-RAP’

Self Assessment instruments were agreed and ready for use approximately seven weeks following the formation of the PMT in September 2004 which enabled first round assessment of all RAOs (Core, TA and ICB) to progress on schedule with disbursements made in November 2004

6.2.3 ‘Capacity Building of RAOs through OD activities’

A good guide of OD activity is the Workplan which is produced following an organisational assessment and outlines the agreed OD activities with budget and timeline. Sixteen of the RAOs underwent an OD Assessment and produced ICB Workplans. All ICB Workplans were implemented.

Sixteen RAOs implemented their OD Workplans in this period:

**Table
2**

OD Implementation to 30 June 06	EXPENDITURE ON IMPLEMENTATION US \$	OD CONSULTANT USED BY RAO
Abantu	10000	SNV
Ark	6,250	SNV
AWLA	6,250	Steve Perry
CDD	10,000	Alan Langton, UK consultant
CEPA	10,000	SNV and KPMG
FIDA	6250	SNV
FOSDA	10000	GES – German consultancy
IDEG	10000	John Nkum Associates
IEA	10,000	John Nkum Associates
ISODEC	10000	SNV
WANEP	10000	John Nkum Associates
WILDAF	10000	Psychon HR +SNV
TOTAL ROUND 1	82,500	
OD Implementation July 06 to 31 December 2007		
CSPS	10,000	SNV
ILGS	10,000	SNV
NGND	10,000	SNV
TUC	10,000	Internally facilitated
ABANTU	15,000	Internally facilitated
FIDA	15,000	SNV
IDEG	20,000	John Nkum
ISODEC	55,000	Rosaline Baatuolkuu-Obeng-Ofori
ISSER	30,000	Internally facilitated
WANEP	25,000	John Nkum
WILDAF	15,000	Various
TOTAL ROUND 2	215,000	

Note – 50% of RAOs elected to have implementation by a third party OD Practitioner. SNV was an active player covering approximately 50% of the RAOs in implementation, while IBIS choose not to engage in any implementation activity. More RAOs would have used the services of SNV if there were more SNV Advisors available.

6.2.4 ‘Capacity Building of RAOs through ID activities’

There were no ID activities in the first eighteen month period of the programme. 2007 saw significant engagement of the PMT, RAOs, SNV and CIDA in the engendering process with a budget of \$20,000 allocated for funding.

No other ID activity occurred although effort was put into a RAO –Parliament initiative where RAOs would share their research archives with parliamentarians while the parliamentarians would outline their research needs to the RAOs.

6.2.5 ‘Effective and Efficient utilisation of ICB funds’

The tri-partite agreement between IBIS/ SNV and the PMT contributed to a large extent to enshrining the effective and efficient use of funds. The cost sharing arrangement ensured that a maximum of \$150 per day was charged for both OD Assessments and M+E engagement while RAOs who used IBIS/SNV services for implementation of work-plans were charged \$250 per day. Both IBIS and SNV offer a significant depth of expertise and professionalism in relation to OD understanding and practice.

A comparison of inputs (in terms of financial and non-financial resources) has generated a high number of value for money outputs.

6.3 RAO Specific Outputs

The below table outlines RAO outputs from round one and two:

Table 3

<u>ROUND 1 ACTUAL OUTPUTS</u>	<u>ROUND 2 ACTUAL OUTPUTS</u>
<u>Governance</u> All RAOs engaged their Boards in their strategic formulation processes	Three RAOs reviewed their governance structure Policy manual produced on corporate governance One board trained in governance
<u>Strategy</u> Nine RAOs produced strategic plans following an interactive participatory process with staff.	Five strategic plans developed (CSPS, ISSER, NGND, TUC, WILDAF) One major restructuring exercise Refinement and further development of strategic plans by two organisations One new office already opened and staffed Succession planning undertaken by one RAO
<u>HRM</u> Two RAOs updated their HRM systems One RAO engaged a senior economist	Five RAOs reviewed their HRM systems (ABANTU, FIDA, IDEG, ISODEC, WILDAF) Four new staff engaged along with four National

Service staff
Two HR Plans developed
Policy on Financial Management – 2 RAOs
Staff policies on recruitment, performance, reward, harassment, financial management
Revised organogram and readjusted JDs with competencies – 1 RAO
Review of evaluation and feedback systems
Development of staff policies -1 RAO
M+E, Procedures and library manuals developed by 1 RAO

Communication

One RAO engaged an ICT specialist to review its ICT structure and made the following purchases:

- 1 Wireless Assess Point
- 1 Wireless network card
- 1 Proxy Server
- 5 Desktop computers
- 1 ASDL Connection installation
- 1 ASDL 12 month charges

Web site development by two RAOs
One RAO opened a Resource Centre in Tamale
Purchase of 9 PC
Purchase of 1 server
Purchase of 1 network printer
Purchase of 5 laptops
Purchase of 1 scanner
Newsletter for stakeholders

Assessment

In order to meet funding requirements of a donor, one RAO spent its total first round funding on a full OD assessment engaging SNV and KPMG

Two RAOs undertook a detailed assessment of their activities

Training

One RAO engaged in training (including Board training)

Workshop on knowledge management -1 RAO
Seven Finance Officers trained
Training in IT
Training in basic accounting and accounting software
Training on planning
Training activities on customer care
Training on staff appraisal system
Four staff undertook a one year module in Organisation Systems Development

Gender

One RAO engaged in gender training of staff

Full gender audit undertaken by ILGS
Gender training of staff by ISODEC

Administration

Review of administrative and financial systems

One RAO reviewing its documentation and filing systems

Team Development

Two team building events

ISODEC organised a two day team development event for 39 staff

Miscellaneous

M+E review by two RAOs along with one M+E manual
Payment of professional dues for staff

7 Outcomes

7.1 General Overview of Outcomes

Outcomes are the ‘specific changes in behaviour, knowledge, skills, status and level of functioning’ that arise from the outputs. For instance, if 45% of RAO activities were on strategic plans, 16 strategies would be the outputs and the outcomes would be what the RAOs did with these strategies – how did the strategies change life in the RAOs?

This needs to be qualified in that we are essentially looking over a twenty-four month time span we are looking at short term outcomes rather than outcomes that may transpire after several years into any impact.

7.2 Strengthened Organisations

RAOs were generally strengthened from the ICB process – not only were RAOs more focused on their vision, strategic goals and objectives but in a few RAOs the strategy formulation has led to a complete re-evaluation of previous strategies - developing a research dimension was one such outcomes for an organisation which otherwise engaged in advocacy activities – while all RAOs had developed regional West African or pan-African objectives. A further outcome is that the role of the Board became clearer for some RAOs – focused on strategy formulation or monitoring of strategic goals/ objectives. Funding for one RAO enabled it to use part of the ICB grant to have an AGM which would have not been possible without funding.

Additionally, RAOs have been strengthened through a greater emphasis on performance. Appraisal systems have been reviewed – giving more bite – with one RAO losing six staff as a result. New staff have been recruited – a senior economist, researchers, senior managers – adding to the strength of the organisation. Marketing strategies were also developed by some of the RAOs linked to their strategic formulation process.

7.3 Raised Awareness

RAOs – especially the Executive Directors – are generally more aware of the various issues within their organisations – not in any detailed understanding of organisational culture – but in such areas as recognising the value of process in relation to their actions and appreciating the difference between leadership and management.

The heightened awareness of process has resulted in more participative approaches to engaging staff and to the difference between the role of leadership and management – with a corresponding shift away from managing to leading.

The ICB’s fixation on process also impacted upon the PMT’s approach to RAO’s and Donors. It would have been more likely that the PMT would have adopted a donor gatekeeper role rather than a facilitative role if there was no ICB programme constantly re-emphasising the importance of process. One of the outcomes of the entire G-RAP programme has been that RAOs are able to influence the decisions of Donors while the PMT generally facilitates this dialogue.

7.4 Gender

Both from an OD and ID perspective – the programme will leave a legacy where all RAOs recognise the importance of gender – not only organisationally but also as part of their research work. Gender is more prominent in the eyes of all who have engaged with G-RAP. If not for the ICB process – only one women rights/gender RAO would have been included in G-RAP.

7.5 Communication

ICT systems have been strengthened as a result of the initiative allowing greater internal and external communication between RAO and stakeholders. This is not only in terms of hard technological communication but also a greater emphasis on soft communication within RAOs such as meetings, enhanced information management systems, internal-external focus of information systems and communication between team members. One Resource Centre and one Library with open access to RAOs and the public resulted from the funding.

7.6 Increased Management Competence

Several RAOs identified the need for management training for key staff. This has taken many forms but an outcome is that the general total management competence within the RAOs has increased – and if nothing else the management gap and the issue of management is now on the agenda within RAOs.

7.7 Heightened Performance

The session with RAOs - commenting and inputting into this Evaluation Report identified three areas in which the ICB process had heightened performance in their RAOs.

- a) As a result of Staff + Board training and development (more staff being sent on programmes: board training) it was felt by RAOs that productivity, effectiveness and motivation had been increased.
- b) The purchase of ICT equipment – ‘not having work interrupted by faulty equipment’ was seen as a factor in raising motivation and performance.
- c) RAOs used the ICB money to recruit quality staff – including research staff – which raised performance. One RAO had been able to better engage their Board through increasing attendance payments.

8 *Lessons Learned*

8.1 **Pre-Planning for ICB Launch**

Perhaps the greatest lesson to be learned is the need not to rush into programme activities before taking time to ensure that certain foundations have been laid. The PMT formed in September 2004 (RAOs /Donors had intended start-up approximately six months earlier) came under pressure to quickly arrange for first round disbursements before the end of 2004.

With the benefit of hindsight this rush created various dilemmas which were to haunt the programme throughout while ironically actual disbursement of first round funds were delayed six months which would have been precisely the time needed to build up these foundations.

In particular this rushed start led to deficiencies and room for learning in the following areas:

8.1.1 Need for Greater Understanding At Conception Stage

Prior to G-RAP's start-up in September 2004 there was little comprehensive understanding amongst stakeholders as to what ICB actually was. This translated into an insufficient explanation and definition in the Programme Memorandum Document while both Log-frames (both original and revised) hardly mention or refer to ICB or capacity development (CD).

If we could take a retrospective glance at the programme as it was in September 2004 we have a scenario of uncertainty. Apart from Ernst + Young, key stakeholders in the design stage of the G-RAP programme had changed leaving no common understanding amongst stakeholders as to what ICB (or Technical Assistance) precisely was. In this vacuum it was left to the PMT to contextually clarify and define ICB which should have occurred before the Programme Memorandum and Logical Framework were written.

This lack of understanding translated itself particularly into the logical framework which refers to CD only four times with only one of these references (Purpose 2) truly relating to CD - the Logframe's focus is administrative (Purposes 1,4,6) – consequently G-RAP's logic system is divorced and separated from the rationale or underlying processes surrounding CD.

Additionally in September 2004 there was little clarity on how many RAOs would engage in the ICB process. IBIS (who had been engaged in the design) estimated it would be around ten while the general consensus was that it would be around three or four RAOs – ie only of marginal significance within the wider G-RAP programme. In actual fact 68% of RAOs in the first round engaged in ICB funding.

8.1.2 Success Criteria

More time was needed to be spent on benchmarking - establishing precise outcomes and success criteria prior to the start of the ICB programme. This is reflected in a certain amount of woolliness in both the Programme Memorandum Document and in the original Logical Framework which barely mentions capacity building or specifies ICB outcomes.

While time should have been spent on developing success criteria – the criteria themselves should have been focussed at RAO rather than at Programme level with criteria being set at the Individual, Institutional and Societal levels. This latter level would be targeted at RAOs as a whole.

8.1.3 Ownership and Consultation

Ownership by RAOs of the ICB programme has been a major objective with care being taken to avoid the

normal scenario of donor organisations prescribing blue print fixes which have little relevance to local situations. To avoid this -the ICB programme has adopted a ‘process’ approach rather than offering explicit ‘expert’ solutions. The RAOs themselves had complete control over both the content and process specific to their RAO.

The ICB programme, however, did encounter RAO resistance demonstrating that unless recipients are engaged at the design stage ownership is compromised with little commitment to the programme. This issue is linked to that of empowerment and trust and was complicated by the perceived conditionality aspects of ICB.

Many of the first round RAOs felt they were coerced into the ICB process in order to obtain present/future core funding. This generated resentment and ill will. In July 2005 this policy was reversed and there was a de-linking. The message is very clear - RAOs should wish to join any ICB process through seeing the merits of OD and it would be unwise to make ICB a conditionality of any future funding.

A delayed start in disbursements would have created a window of opportunity to generate greater ownership through a wider initial consultative process – preferably shaping the content from a local perspective.

8.1.4 Gender

A wider discussion with RAOs would have enabled more discussion around gender prior to start up and allowed for greater sensitivity and consensus on gender within the ICB (and wider) programme. The remarkable factor in relation to gender is that the ICB programme has access to the key gender experts in Ghana with an enormous range of competencies which could have dramatically improved the entire G-RAP programme.

8.1.5 Self Assessment

The lack of initial planning also expressed itself in the initial criteria outlined in the Programme Memorandum Document for assessing RAOs eligibility for funding from G-RAP. The indicators along with their weighting only went through a limited consultation process and consequently became criticised for having a propensity to reflect Human Resource Management indicators rather than the wider capacity building indicators.

8.1.6 Sensitisation / Awareness

Partly linked to 8.1 above - explaining what ICB actual was needed to have been more strategically communicated in the early part of the programme - before self-assessments and ICB grants were disbursed. Such a communication strategy also needs to be on-going with a one-off explanation being insufficient.

Owing to different staff from RAOs attending information events even at the end of the eighteen month period awareness of OD still remains low amongst a minority of RAOs while in the wider stakeholder group -the majority have no understanding of what ID is. This represents wasted opportunities especially in Round 1 where OD allocations were spent on very loosely defined OD activities.

It is interesting that those RAOs who had some experience of OD (mainly through the work of IBIS+SNV) were the most enthusiastic in having this process paid for – WILDAF & ISODEC are two examples of this.

A likely consequence of not spending sufficient time sensitising RAOs is that they will not use their Core funding to finance future OD activities once the present ICB grants have run out. Organisations are dynamic and so are their processes. OD is not a one off fix but an ongoing process which needs to be recognised by the RAOs.

The need and speed of having the programme up and running within the first three months of the programme has consequences for the sensitisation of RAOs to OD. There were no visits to RAOs in the first three months, sensitisation was primarily through wider meetings and through the newsletter – the contrasts with the remainder of the programme where bilateral visits between ICB Advisor and RAOs were the norm.

The recommendation would be to kick start any future capacity building programme through a mandatory awareness raising two-day workshop which clearly outlines the concept and processes of OD and ID.

8.2 Separate Unit for ICB

8.2.1 Given that ICB is a process and so fundamentally different from Core and Technical Assistance funding, more would have been achieved if ICB had been separated from the main G-RAP programme and given its own budget. At the early stages there had been discussions of the ICB Advisor being based within IBIS – in retrospect such an arrangement would have considerably strengthened the ICB element of the G-RAP Programme. Whether this scenario was viable or not the ICB programme would have benefited from the support of an (I)NGO development player just as RAVI benefits from the support of ActionAid International Ghana.

This strengthening would have been in several ways:

8.2.2 With a devolved budget it is likely that the OD Advisor would have been able to spend significant more time on ICB activities rather on wider PMT activities. Over the two and a half years only 34% of the OD Advisor's time was focused directly on the ICB programme and 66% on wider PMT activities.

8.2.3 The OD Advisor would have been able to operate within a professional body which would be able to offer considerable support. Within the chosen G-RAP set-up there was no other person or body that had any understanding of OD or ID with no avenues or people available for support.

8.2.4 All donor driven initiatives are bound to be bureaucratic and multi donor initiatives look likely to be more bureaucratic than most with lorries full of red tape queuing around G-RAP's offices. A separate ICB unit would have resulted in less bureaucracy. Given that ICB deals with significantly smaller amounts of grants the administration systems could have been simplified and applied only at the end of the workplan.

8.2.5 None of the RAOs engaged in the ICB process has an adequate understanding of organisational learning or of its significance in change management. In the main, learning when it occurs is understood as individual learning with only a few of the RAOs even engaging in team learning activities.

De-linking ICB would have facilitated a greater focus on system wide learning activities. An essential aspect of capacity development is to better prepare organisations for learning at various levels – individual, team, organisation, intra-organisation. This is not through knowledge transfer but through knowledge acquisition and knowledge sharing within the context of local circumstances where systems and processes need to be constructed and RAOs themselves see the need to generate the acquisition.

Attempts would have been made to include donors in the learning process. All donors have significant information relating to capacity building in various databanks but no attempt is made to categorise or share this knowledge in relation to the ICB process. In relation to CD knowledge creation and sharing is important. A further dimension to this would have been the capturing of institutional memory. The donor community in particular is very fluid and systems needed to be developed to share information and capture the perceptions of key actors. This 'memory' would have assumed increasing importance as G-RAP developed

As with any organisation, the success of RAOs depends upon the appropriateness of staffs' total competencies. Organisations that succeed do so because they understand this link and recognise that planned change only occurs in situations where planned learning takes place.

8.3 Logical Frameworks

While logical frameworks/ systems are a central part of development planning, the G-RAP experience raise huge issues relating to their relevance to CD activities. Where CD is an evolving process recognizing developmental complexity and requiring an iterative approach, logic models tend to involve linear constructs designed to simplify issues with little understanding of CD issues and processes.

The lesson from the G-RAP programme is that the logical framework has had a negative effect upon the ICB programme – tying down the programme in control and administration systems and failing to realise the creative opportunity that monitoring and evaluation has in relation to learning and infusing better understanding into programme improvement.

8.4 Level of funding

The initial round one blanket allocation of funding makes little sense when one considers the different structures, goals and sizes of the ICB RAOs.

The period to June 2006 saw all but three RAOs engaged in implementation where it was soon appreciated that the level of ICB funding was inadequate to tackle complex and often long standing internal problems.

Approximately 50% of RAOs engaged third party OD practitioners, whose commercial rates further reduce the achievability of the ICB grant. Future ICB grants need to be based on more realistic assessment of organisational need.

9 *Conclusions*

9.1 Overview

A little money seems to have gone a long way and while it is too early to say what the long term successes of the ICB programme are there is every indication that solid foundations have been set on which the RAOs could further be strengthened. The worrying aspect is that OD initiatives by themselves only go so far – they need to be complemented by ID activities. With the exception of gender, the ICB programme has invested too little time and resources to produce any significant ID output.

In Ghana capacity development would benefit from a debate amongst development practitioners on what role ID could play in supporting development initiatives. This should not be an academic discussion but pragmatically focussed bringing together best practice from global interventions, demonstrating how work with platforms, networks add value to OD activity.

9.2 Separate ICB programme

The significant success of the ICB programme has been its ability to bring into Core funding smaller RAOs who would not have qualified for Core funding – this includes the majority of the woman rights/gender based RAOs. Removing ICB funding from G-RAP and making it demand driven will have implications on the type of RAO joining G-RAP – there is a strong possibility that smaller – less developed RAOs would be excluded.

Banding RAOs into different categories (as suggested by the MTR) will not resolve this as there is no mechanism, process or structure for providing professional support to bring about structured change within the RAOs – as determined by the RAOs themselves. Inefficient or ineffective RAOs will remain so – reducing the effectiveness of any Core funding. Given that G-RAP has absorbed the majority of established RAOs in Ghana, there is a likelihood that remaining RAOs are going to need substantively more ICB support not less while G-RAP would have no system or internal competence to provide this.

The recommendation would be that donors consider establishing an autonomous Capacity Development programme to run alongside G-RAP targeting less developed RAOs or networks. To guarantee quality and value for money this should be supported by a professional development partner. Without such a programme it is difficult to see how ‘newer’ RAOs could qualify for G-RAP funding or be efficient enough to maximise the use of G-RAP core funds.

9.3 Training and Development Needs

RAOs have enormous training and development needs at an individual, team and organisational level. In particular there needs to be support to raise both leadership (including Board) and management competence – not through traditional training courses – but through effective, relevant cost-effective interventions such as mentoring, action learning, peer support or linking into academic programmes such as MBAs. Collaboration between RAOs in their learning would be important. Donors and development agencies need to consider whether they are prepared to support such development programmes although without such a focus RAOs will perform below par and below their potential.

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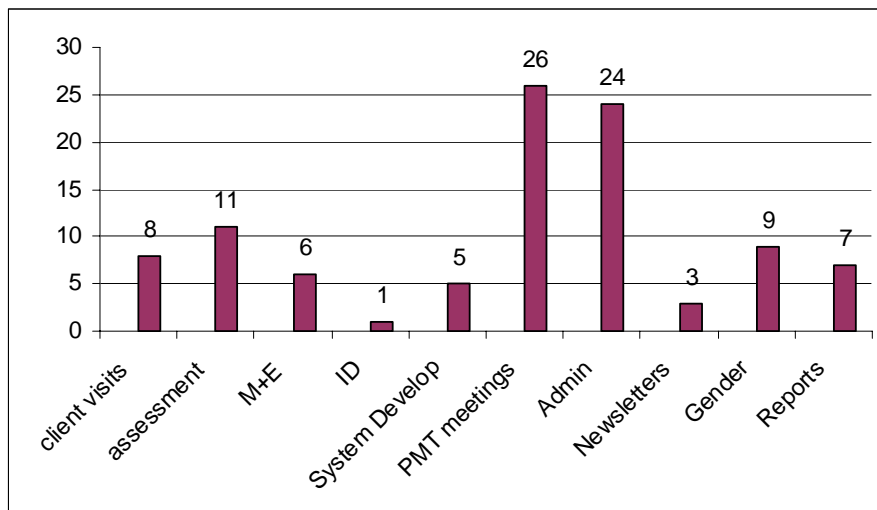
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APPENDIX 1 – INPUT ANALYSIS

BREAKDOWN OF HOURS SPENT ON G-RAP BY (PART TIME) ICB ADVISOR – SEPTEMBER 2004 TO DECEMBER 2007 IN DAYS AND PERCENTAGE TIME

Breakdown of Hours for OD/ID Advisor

In all 376 days were spent on ICB activities – although it should be noted that significant amounts of time were spent on wider programme activities reflecting the fact that the OD/ID Advisor was a member of the PMT. 9% of overall time was spent on Gender but only 1% of time on ID activities. 8% of time was spent on visits to client premises. As one would expect the number of meetings/ retreats is high at the start of the programme and tapers off considerably in the final year.



	Client					Project					TOTAL
	client visit	assess	M+E	ID	sys dev	Pmt meet	admin	newsletter	gender	Reports	
Dec-07	0	0	0				1	5.5	13.5	44	64
Nov-07	12	0	0	0	0	4	3	0	26	0	45
Oct-07	14	0	0	0	0	5	15	0	30.5	0	64.5
Sep-07	9	0	0	2	0	0	19	0	19	0	49
Aug-07	9.5	0	3	0	0	0	4	0	47.5	0	64
Jul-07	4	0	0	0	0	16.5	0	0	28.5	0	28.5
Jun-07											0
May-07	1.5	35.5	0	0	0	2	0	0	5.5	0	43
Apr-07	2	10.5	0	0	0	3.5	0	0	2	0	12.5
Mar-07	0	0	13.5	0	0	3.5	0	0	4.5	0	18
Feb-07	0	0		0	0	3.5	1	0	10.5	28.5	40
Jan-07						1.5	11.5		14	16	41.5
Dec-06	4						9		3.5	64	80.5
Nov-06	2					9	12.5		13		36.5
Oct-06	2.5		7	5.5		45	11.5		7		78.5
Sep-06	9.5			10		13	8	5		20	65.5
Aug-06						5	7.5		32	9	53.5
Jul-06	9	12	14	15	3	42.5	29.5		10.5	6	141.5
Jun-06	19.5		4		4	29.5	40.5				97.5
May-06	19.5	73.5				21	47				161
Apr-06		30				33.5	18.5				82
Mar-06	21.5	25	29			41.5	19.5		1	20	157.5
Feb-06	24		8		9	13	3				57
Jan-06	2.5		43		16	12	20.5		1.5		95.5
Dec-05	12.5		26.5		24	13.5	9			1	86.5
Nov-05						5.5	3	12			20.5

Oct-05	4			1	62	32.5	22.5	2		3	127
Sep-05	11.5		16			45	67.5				140
Aug-05						9	47	8			64
Jul-05	23		3			12.5	62.5				101
Jun-05	16		19			20	31		3		89
May-05						30.5	25			1	56.5
Apr-05			1			50	18.5			1	70.5
Mar-05						15.5	40.5	6			62
Feb-05						29.5	25			2	56.5
Jan-05					7	52	21	10			90
Dec-04						51	19				70
Nov-04		85.5				46.5					132
Oct-04	3	37				31.5	38.5				110
Sep-04		16			38.5	56.5	10.5	30.5			152
HOURS	228.5	325	187	33.5	163.5	777	722	79	273	215.5	3004
DAYS	29	41	23	4	20	97	90	10	34	27	376
%	8	11	6	1	5	26	24	3	9	7	100%

APPENDIX 2 – ACTIVITY ANALYSIS

EXPENDITURE BREAKDOWN BY RAOs ON ICB ACTIVITIES FOR ROUND 1 + ROUND 2

Table 4

Breakdown of actual Round 1 expenditure

RAO	Governance	Strategy	HRM	Communication	Assessment	Training	Gender	Administrative Systems	Team Building	Miscellaneous	TOTAL
ABANTU				10,000							10,000
ARK		6,250									\$ 6,250
ASDR		0									\$ 0
AWLA		6,250									\$ 6,250
CDD		10,000									\$ 10,000
CEPA		0			10,000						\$ 10,000
FIDA		6,250									\$ 6,250
FOSDA		0						10,000			\$ 10,000
IDEG		10,000									\$ 10,000
IEA		10,000									\$ 10,000
ISODEC		3,650	0	1,750	0	0	1,200	1,900	1,500		\$ 10,000
WANEP	5,000	5,000									\$ 10,000
WILDAF	5,000	0				5,000					\$ 10,000
TOTALS \$	10,000	57,400	0	11,750	10,000	5,000	1,200	11,900	1,500	0	108,750
% Totals	9%	53%	0%	11%	9%	5%	1%	11%	1%	0%	100%

Table 5

Breakdown of Round 2 expenditure

RAO	Governance	Strategy	HRM	Communication	Assessment	Training	Gender	Administrative Systems	Team Building	Miscellaneous	TOTAL
ABANTU			5400	1500		8100					\$15,000
FIDA	4240		3710	1620		5430					\$ 15,000
IDEG		4,060	6200			9740					\$ 20,000
ISODEC		14,000	8550	19800		12650					\$ 55,000
ISSER		30,000									\$30,000
WANEP		11000		9752.03		4247.97				1000	\$ 25,000
WILDAF		5000	2000	3000		4000					\$ 15,000
CSPS	400	3100		3400	800	100				2200	\$ 10,000
ILGS								10000			\$ 10,000
NGND	3500	2,500		800	3200						\$ 10,000
TUC		10,000									\$ 10,000
TOTALS\$	8140	79660	25860	39872.03	4000	44267.97	10000	0	0	3200	215000
% Totals	3.8	37.1	12.0	18.5	1.9	20.6	4.7	0.0	0.0	1.5	100.0

APPENDIX 2A ACTIVITY ANALYSIS - OVEVIEW OF RAO OD ACTIVITIES

RAO OD Activities Summary Sheet

Table

	RAO	Self Assessment	ICB Grant Round 1\$	OD Assessment IBIS/SNV	Implementation Round 1 (%) to June 2006	2nd Round Self Assess + Re Assess	ICB Grant Round 2 \$	OD Assessment IBIS/SNV/ Workplan	Implementation Round 2 (%) to 31 December 2007		
1	Abantu	Oct/Nov 04	10,000	Feb-Mar 06	100%	May 06	15,000	Aug 06	100%		
2	Ark	Oct/Nov 04	6,250	Mar 2006	100%	May 06	0	N/A	N/A		
3	ASDR+	Oct/Nov 04	0		0%	May 06	10,000		0%		
4	AWLA+	Oct/Nov 04	0		0%	Missed	6,250	Oct 2006	100%		
5	CDD	Oct/Nov 04	10,000	October 05	100%	May 06	0	N/A	N/A		
6	CEPA	Oct/Nov 04	10,000	May-June 06	0%	May 06	0	N/A	N/A		
7	FIDA	Oct/Nov 04	6,250	Jan –Feb 06	100%	May 06	15,000	Dec 06	100%		
8	FOSDA	Oct/Nov 04	10,000	April 2006	100%	May 06	10,000	Oct 06	0%		
9	IDEG	Oct/Nov 04	10,000	Dec 2005	100%	May 06	20,000	Dec 06	100%		
10	IEA	Oct/Nov 04	10,000	March 2006	0%	May 06	0	N/A			
11	ISODEC	Oct/Nov 04	10,000	SNV prior	100%	May 06	55,000	July 06	100%		
12	ISSER	Oct/Nov 04	0	NO ICB GRANT ROUND 1		May 06	0	N/A	N/A		
13	TUC	Oct/Nov 04	0			May 06	10,000	N/A	100%		
14	TWN	Oct/Nov 04	0			May 06	0	N/A	N/A		
15	WANEP	Oct/Nov 04	10,000		Mar 2006	100%	May 06	25,000	Oct 06	95%	
16	WILDAF	Oct/Nov 04	10,000		Feb 2006	100%	May 06	15,000	Aug 06	100%	
17	CSPS						May 06	10,000	Sept 06	100%	
18	ILGS						May 06	10,000	Sept 06	100%	
19	NGND					May 06	10,000	Sept 06	100%		
	Totals		102,500				211,250				
			Round 1				Round 2				

NOTE: AWLA was awarded \$6,250 deferred to Round 2

ASDR was awarded \$10,000 deferred to Round 2 but was not used by the RAO

FOSDA did not access its second round grant of \$10,000

WANEP is planning a strategic retreat in January 2008 as part of its Round 2 ICB activities

In relation to first round funding, of the 16 RAOs associated with G-RAP, 13 engaged in the OD process while all are engaged in the wider ID processes. In eventuality ASDR did not access its ICB first round grant of \$10,000

Round 2 Self Assessments and funding decisions occurred in May/ June 2006 when the three new organisations were all granted ICB funds along with the TUC (from Round 1). This means that sixteen RAOs engaged in ICB activities with budgets varying from \$92,510 in first round funding to \$211,250 in round two. FOSDA did not access their \$10,000 of second round funding.

As of December 2007 all but one of the remaining 14 RAOs (ie excluding ASDR and FOSDA) had used their ICB allocation – WANEP has scheduled a strategic staff retreat on the 7 January after which there would be no outstanding ICB monies. Decisions on ASDR and FOSDA money would have to be deferred to the new Management Team of G-RAP in March 2008.