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G-rap Quarterly Progress Report August – September 2004

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With technical support from LTS International Ltd. (UK) and Ernst & Young (Ghana)

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List of acronyms

CIDA	Canadian International Development Agency
DANIDA	Danish International Development Agency
DFID	Department for International Development
EOI	Expression of Interest
EU	European Union
E & Y	Ernst & Young
FC	Funders Committee G-RAP
GoG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
G-RAP	Ghana Research & Advocacy Program
GTZ	German Development Co – operation
NGO	Non – Governmental Organisation
LTS	LTS International
MDBS	Multi – Donor Budget Support
MoU	Memorandum of Understanding
OD	Organisational Development
PMT	Programme Management Team G-RAP
RAO	Research & Advocacy Organisation
RAVI	Rights & Voice Initiative (DFID funded)
RNE	Royal Netherlands Embassy
TAB	Transitional Advisory Board of G-RAP
TL	Team Leader G-RAP
USAID	United States Agency for International Development
WB	World Bank

1. Project Summary

The Ghana Research and Advocacy Programme (G-RAP) commenced on 31st August 2004 with the establishment of the Programme Management Team (PMT), based in Accra. G-RAP aims to enhance the capacity of research and advocacy organisations (RAOs) to carry out evidence-based research on economic, social, political and security issues and to make contributions to pro-poor policy processes through dissemination of research findings, advocacy and coalition building. G-RAP is a multi-donor (DFID, RNE, DANIDA, and CIDA) pooled funding mechanism that provides multi-annual core grant funding, one-off institutional development grants and technical assistance to RAOs.

The PMT consists of four professions: Hans Determeyer, Team Leader; Peter Evans, Organisation Development Specialist; Ben Afudego, Financial Management Specialist, Ben Afudego; and Bertha Appiah-Gyapong, Programme Administrator. The PMT is supported by LTS International (UK) and Ernst & Young (Ghana). The PMT has begun to effectively operationalise all aspects of the grant-making procedures, institutional assessments, lesson-learning events, financial management, reporting and concludes partnership and grant arrangements on behalf of participating donors.

Key progress and achievements during the quarter include:

- Meetings with the Temporary Advisory Board (TAB), Funders Committee (FC) and a selection of RAOs in order to get further acquainted with the context: RAO landscape and socio-political environment. International NGOs were met to map locally existing capacity building potentials. Coordination between G-RAP and other funds such as RAVI, earmarked at research, advocacy, civil society etc., has been discussed.
- The first G-RAP Newsletter was distributed to existing networks and contacts. Together with an advertised call for expressions of interest in the prime national newspaper this created response from 90 organisations so far. It is expected that about half of these may show potential to be eligible to one of the funding windows of G-RAP.
- Logistics and the process of elaboration of tools and fine-tuning of procedures necessary to respond to the dynamics created are well under way. We are on schedule, up and running.

Looking ahead, key forthcoming initiatives, events and issues include:

- Finalisation of assessment criteria and guidelines for reviewing RAO applications.
- Use of criteria and guidelines to assess all RAO applications.
- Preparation of documentation on applications for consideration by the the Funders Committee (FC).
- Preparation for the 1st RAO Convention scheduled in February 2005
- Obtain clarity on legal status of the GRAP so that it can operate within the laws of Ghana.
- Complete process of setting up PMT operation and its communications

2. Project Information

Programme title	: Ghana Research & Advocacy Programme (G-RAP)
Programme code	: CNTR O3 5188
Reporting period	: August -September 2004
Country	: Ghana
Time frame	: 2004-2008 (5 years)
Total budget	: USD 7.050.000
Donors	: CIDA, DANIDA, DFID, Royal Dutch Embassy
Executive Institution	: LTS international, UK
Programme Director	: Alex Forbes (UK-based)
Programme Team Leader	: Hans Determeyer (Accra-based)

Goal and overall purpose:

The overall goal is that implementation of Ghana's poverty reduction strategy shall translate into specific pro-poor policies being adopted and implemented.

To that end, the purpose of the project is to enhance the capacity of Research & Advocacy Organisations (RAOs) to carry out evidence-based research on economic, social, political and security issues, and to make an autonomous contribution to the policy process through dissemination of research findings, advocacy and coalition building in support of pro poor policy.

Specific objectives:

- Institutional development of established RAOs
- Development of additional RAOs supported
- RAOs gain increased autonomy from Government and donors
- Knowledge base on public policy priorities increased
- An active community of RAOs is established
- RAOs build up networks and local constituencies
- More efficient allocation of aid to RAO sector through pooled funding mechanism and multi-annual core funding.

Main Activities

Need assessment of participating RAOs to identify institutional gaps and provision of: a) technical assistance and one-off institutional development grants to RAOs requiring institutional development support; and b) provision of multi-annual core funding grants to established RAOs selected on a competitive basis.

Establishment of a G-RAP governance structure involving an Advisory Board that includes RAO representation, and a Funders Committee representing key donors supporting G-RAP.

Facilitation of forums (e.g. Annual Convention) that stimulate coordination and collaboration between RAOs and their constituencies, and in particular local institutions.

3. Context

3.1 Programme's political environment

The Ghana Poverty Reduction Strategy (GPRS), adopted in 2002, provides a policy framework designed to transform economic structures, accelerate poverty reduction, protect the vulnerable and excluded, and ensure good governance and improved capacity in the public sector. It also calls for an increased role of civil society to monitor and promote good governance. The G-RAP is an important opportunity for the donors, within the context of Multi-Donor Budget Support (MDBS), to strengthen civil society institutions to help fulfil the new and legitimate role that the GPRS affords them. Through strengthening the capacity of research and advocacy organisations (RAOs) to conduct in-depth research and analysis of social and economic dynamics, and to monitor and contribute to the implementation of government policies, G-RAP constitutes an important mechanism for broader participation and debate, better informed policymaking, and more effective and balanced implementation of the GPRS.

3.2 G-RAP – An Outline

G-RAP aims to facilitate institutional and technical development of established and emerging RAOs, increase RAO autonomy from government and donors, increase the knowledge base of public policy priorities and establish an active community of RAO networks and local constituencies.

The G-RAP facility is a pooled funding mechanism that provides multi-annual Core Funding, one-off Institutional Development Grants, and Technical Assistance to support RAOs. The Project Management Team (PMT) has been contracted by DFID, to manage this facility on behalf of the donor group.

3.3 Implementation Strategy for GRAP

Strategy and approach for implementing G-RAP is to instil principles of good governance and management in the operation of the fund and provide relevant and appropriate organisational development support to the intended beneficiaries. Interested organisations can apply by submitting Expressions of Interests to G-RAP publicly advertised calls for proposals. Standard application forms are issued to those organisations that meet eligibility criteria for any of the three types of G-RAP funding i.e. Core Grant, Institutional Development Grant, and Technical Assistance.

Appropriate assessment criteria and guidelines have been approved by the TAB and FC. The standard application form reflects the assessment criteria in order to allow for smooth processing of applications. The PMT shall assess proposals and applicants, and submit the results to the FC for consideration. It is expected that some applicants will qualify for core grants whilst others will qualify for the institutional development grants and technical assistance. Where relevant, applicants not qualifying for any of the G-RAP funding schemes will be referred to other funding opportunities, such as the soon to be established RAVI fund.

The PMT will make a request to the donors in line with the assessment outcomes and upon approval the FC, for a transfer of funds to the G-RAP Fund Account. First (tranche) disbursements for core funding are expected to take place before the end of December 2004. Institutional Development Grants and Technical Assistance are expected to follow this rhythm. Monitoring and evaluation, and the first RAO Convention (February 2005) will provide feedback on the launch phase and first selection round by March 2005.

4. Progress during reporting period

4.1 Planned activities for reporting period (August – Sept 2004)

The GRAP workplan outlined in the LTS technical proposal refers to the first three months of the programme as the start-up phase (August to October 2004). Key tasks planned included:

- Establish Programme Management Team (PMT) Office
- Meetings between the PMT and members of the Advisory Board and the Funders Committee
- Review grant documentation, assessments undertaken, development application guidelines and reporting formats
- Review and finalise project financial management systems
- Establish Project M&E framework
- Conduct institutional baseline assessments
- Set up G-RAP website and communications
- Review Programme documentation, logframe and workplan
- Issue call for application to pre-selected RAOs for three year funding, institutional grants, and technical assistance support.
- G-RAP launch at first RAO convention

Whilst many of the planned activities were either completed or initiated within the first two months of the three month Start-up phase, the realities of programme implementation after a long gestation period required a review of the workplan within the first six months.

The initial work plan proposed that the PMT shall organise a RAO Convention in September 2004, well preceding the first call for proposals and disbursements of funds. However, during the PMT's inception meetings, it was decided by the Transitional Advisory Board and Funders Committee to defer the 1st RAO Convention until after the Presidential elections. It was agreed that the PMT would proceed with RAO application process so that there will be some experience with the G-RAP application, assessment and selection process to share at the 1st RAO Convention, now planned for February 2005.

4.2 Progress against project's framework

Annex 1 presents G-RAP progress against the programme purpose and outputs in tabular format. Subject to endorsement by the Advisory Board and the Funders Committee, this format shall be maintained for future quarterly reports.

At this very early stage of the programme implementation, there is no reporting on achievements or impact from the programme at Goal or Purpose level. However, it is expected that some evidence of progress and achievement at the Purpose level shall be reported on by the end of the first year.

Progress against outputs during the first quarter includes:

Output 1 – Institutional Development of Established RAOs:

Output 2 – Development of additional RAOs Supported:

- The first call for Expressions of Interest (Eoi) was advertised in the Daily newspapers on Friday, 17th September, 2004. At the same time, the Eoi notice was circulated via the first G-RAP Newsletter, distributed among RAOs and other relevant contacts stemming from the design stage of the programme. Deadline for responding to the Eoi is 8th October 2004, to be followed by a rapid pre-selection and the issuance of application forms to potentially eligible RAOs. So far, the PMT received more than 90 requests for the Eoi form.
- A final draft of the assessment criteria is currently with the TAB and FC for perusal and finalisation. The application forms, to be issued the 2nd week of October, have been finalised on the basis of the assessment criteria in order to allow for rapid processing of applications and assessments.
- The assessment criteria shall also serve for the collection of base-line data on the assessed applicants and later on as the basis for monitoring and evaluating performance and development over the years. The assessment criteria focuses on 12 main elements in the organisational, institutional and technical domains, subdivided into more than 60 assessment areas. The twelve main elements are:
 - Strategy;
 - Programme design & evaluation;
 - Human resources;
 - Senior management & team leadership;
 - Information technology;
 - Financial management;
 - Fund development;
 - Board leadership;
 - Legal affairs;
 - Marketing, communications and external relations;
 - Knowledge, understanding and experience in research;
 - Knowledge, understanding and experience in advocacy.

Output 5 – An active community of RAOs is established

- Team Leader and OD specialist attended the international NGO monthly meeting. A brief introduction of G-RAP was presented to the INGO members in order to establish room for collaborations in the future.
- In general, a strategy has been adopted to rather start low-profile and have the time to establish procedures, tools and logistics before going public. The RAO Convention, an event which will surely enjoy full media exposure, is now planned for well after the elections, in February 2005. This schedule allows for a rapid launch of the core business (funding), for some hands-on experience, and for a thorough analysis of the RAO environment and available resources for capacity building.

Output 7 – More efficient allocation of aid to RAO section through pooled funding mechanism and multi-annual core funding:

- The PMT is established and operational as off 31st August 2004. However, it has no legal status in Ghana since it is neither a programme under Government nor a legally recognised civil society institution. The lack of clear legal status has caused delays in some of the start up activities.
- A series of Inception Meetings were held with the TAB and FC. A number of local capacity builders and more than 15 RAOs were visited. A central approach has been to foster a smooth transition from the conceptual stage to the operational phase of the programme. G-RAP office has been established in East Cantonments.

4.3 Project management and governance issues

The PMT is in regular communication with the Project Director and LTS in Edinburgh. The PMT had one official joint meeting with the TAB, representatives of the donor community and the FC during the period under review. The Team Leader and OD specialist had more regular contacts with members of the TAB and FC. See Annex 2.

The PMT plans to host the TAB, FC and representatives of other donors at the G-RAP in East Cantonments on 4th October 2004, to officially introduce them to the office and also to strengthen the relationship of the PMT with key stakeholders.

4.4 Monitoring and evaluation

Information collected from RAOs against the assessment criteria provides valuable baseline against which their progress and achievements can be assessed. This information shall provide valuable insight and assessment against the G-RAP indicators found in the programme logframe.

The Quarterly reporting format, in particular Annex 1, should provide a valuable tool in order to communicate achievements by RAOs as a result of the G-RAP programme, and changes taking place at policy level. There remains the need for the PMT to examine and identify appropriate information sources to inform on progress against indicators at output, purpose and goal level. This shall also probably require a review of the indicators stated in the original programme document.

4.5 Administration and financial management

4.5.1 Administrative and logistical matters

The GRAP PMT was provisionally located in the Ernst & Young offices. Since the end of September, the G-RAP PMT is permanently based in East Cantonments occupying three offices and sharing meeting room, e-communication and reception facilities with IBIS. IBIS provides organisational development services and is one of G-RAP's institutional partners. This choice adds to the profile of G-RAP as a capacity builder rather than solely a grant managing unit. The sharing agreement allows for optimal budget use, but guarantees the maintaining of separate identities. Supply of office equipment shall be completed by end of November 2004.

A G-RAP vehicle (Toyota Corolla Saloon) was ordered and delivery is expected in October 2004. Delay is expected due to the need to clarify the legal status of G-RAP (see section 4.6.1)

The Team Leader and his family shall move from their hotel accommodation to a permanent residence by the end of October, while their personal effects are due by end October. The support and assistance of the DFID Ghana office is hereby acknowledged.

4.5.2 Finances

G-RAP shall operate two bank accounts. One is the **LTS/G-RAP PMT** account used to support the function of the G-RAP PMT in accordance with the agreement between LTS and DFID. This account is now established with Barclay Bank Ltd, not without difficulties resulting from the lack of clarity in the G-RAP legal status, LTS not being registered in Ghana, and delays in inter-bank transfers. The current account has been setup with the assistance of Ernst & Young.

The second bank account, the **G-RAP Grant** account, has yet to be established. It shall be set-up prior to the first round of grants. In light of the experiences with Barclays Bank, an assessment of bank institutions shall be made and recommended to the Funders Committee.

4.6 Issues Arising requiring attention

4.6.1 Legal Status of G-RAP:

G-RAP does not have a clear legal status. The Programme does not come under a Government ministry, is not registered as a civil society institution, and does not fall under a donor agreement with the Government of Ghana. The lack of clear legal status has caused difficulties with project start up, and shall expose G-RAP to significant risks and liabilities once grant funding commences. The Funders Committee and the Advisory Board have to investigate this situation soonest and offer a viable solution in the near future.

Possible options include having G-RAP registered as an NGO (or a Trust or Foundation). If this takes time or proves to be impossible, another option could be to arrange for tax-exemption on basis of DANIDA's still valid MOU with the GoG (both the Dutch and DFID's MoU seem to have expired).

Legal advice is currently sought by DFID, with input from the Dutch Embassy and E&Y legal advisors, if need be.

4.6.2 Donor deposits in Grant Bank Account:

In order to maintain smooth operations, G-RAP needs a guarantee by the donor group that disbursement before the end of December 2004 is feasible. In other words, funds shall need to be made available by the donors to enable grant disbursements via the soon to be established G-RAP Grant Account.

4.6.3 Participation of other donors in G-RAP

CIDA has committed itself to join the donor group, but this commitment has not (yet) materialized in signing the donor MOU. The CIDA Head of Mission is personally managing contacts related with G-RAP issues. There is need for the MOU to be signed before mid-December and seek out a more active participation by CIDA.

The EU is indicating that it has budget reserved for joining the G-RAP donor group. The institutional construction for the EU to join the donor group, however, remains an issue to be resolved. The above mentioned need for legal advice on G-RAP's status may want to look into this, as the choice for its status may either facilitate or block EU participation.

The World Bank has not participated in the meetings over the reported period. However, indication exists that the WB is interested in taking part. The EU indicated that participation via the WB might be one of the scenarios to consider.

5. Planned Activities for Oct – Dec 2004

The activities planned for the next quarter are represented in Annex 3.

As the programme is still in its inception stage, much of the coming activities are still related to the establishment of an effective and efficient operating programme and PMT.

Key activities for the next quarter include:

5.1 Planning for the 1st RAO Convention

However, the past 14 months design phase of G-RAP appears to have created some impatience among the target group. The design phase was then followed by a 3 month period of almost absolute silence - at least in Ghana - with the process of tendering and contractualisation going on in Europe. This has led to the decision to postpone the RAO Convention, initially foreseen for the end of September 2004. Such a Convention might again consume time, which can hardly be justified when nothing much has happened. Moreover, it might actually reopen old issues concerning the design of G-RAP that may be better discussed on the basis of practical experience.

After discussions with TAB, FC and a number of established RAOs, we felt such a media-sensitive national event will become more interesting when feeding on a first phase of G-RAP operational experience. At the same time it hopefully generates useful feed-back on that experience from the target group to the PMT.

The RAO Convention is now rescheduled for February 2005. This planning now allows for a low-profile launch of the programme, needed for sound establishment of the G-RAP unit. At the same time it allows for a rapid first round of calls and assessments and the so awaited first selection for funding. Disbursement for approved proposals before the end of 2004 also convenes with the donor's wish to start spending funds reserved for G-RAP before the end of 2004.

We aim at publicising a second call for funding around April 2005. The assessment and selection process taking between two and three months, it would allow for first disbursements before the summer break of 2005.

5.2 Assessment of the RAO Applications

Substantial time shall be required by the PMT to review and assess RAO applications. This shall not only involve review of applications but also extensive interviews and discussions with applicants. This shall occupy the PMT during November 2004.

5.3 Preparation of TAB and FC meeting documentation

The PMT shall prepare documentation for upcoming TAB and TC meetings, in particular for the presentation and review of RAO applications and their PMT assessments. Documentation shall need to be prepared and circulated in advance of meetings.

5.4 Ongoing strengthening of the PMT operations and communications

Completion of the set up of the PMT operations at its office, and its electronic based communications (email, website). Establish clarity on the legal status of G-RAP following recommendations from the consultant contracted by DFID.

5.5 Finalisation of grant agreements and management systems

Proposed grant agreements developed for G-RAP shall be reviewed and operational guidelines prepared to guide grant beneficiaries on the effective management and reporting of their grants. These guidelines shall include, among others, clarity on monitoring and evaluation, and financial management systems.

Annex 1 Quarterly Progress Against G-RAP Logical Framework

INTERVENTION LOGIC	INDICATORS	PLANNED ACTIVITIES DURING QUARTER	PROGRESS DURING QTR	LESSONS / NEXT STEPS
Goal				
Effective pro-poor policy adopted and implemented	<ul style="list-style-type: none"> • GPRS policy framework strengthened • GPRS priorities reflected in budget • GPRS translated into specific pro-poor policies and projects at central and District level 	N/A	No evidence of impact as yet	
Purpose				
To enhance the capacity of research and advocacy organizations (RAOs) to carry out evidence-based research and advocacy activities in support of pro-poor policy	<ul style="list-style-type: none"> • RAOs engage in active policy dialogue with government. • RAOs generate information and analysis with support formulation of pro-poor policy. • RAOs promote content-rich public debate on development issues. • New networks and alliances help to give voice to poor and socially vulnerable. 	N/A	No evidence of impact as yet	
Objectives / Outputs				
1. Institutional development of established RAOs	<ul style="list-style-type: none"> • Improved organization, administrative and financial capacity of funded RAOs. • Commitment to innovation and continuous improvement in core RAO activities • RAOs able to attract, retain and develop human resource base. 	<ul style="list-style-type: none"> • Issue call for applications • Prepare criteria for assessment 	<ul style="list-style-type: none"> • EOI defined and advertised in local press and within networks. • Assessment criteria & guidelines finalised and endorsed. 	<p>Undertake assessment of proposals submitted by RAOs.</p> <p>Prepare assessment documentation for review by FC.</p>

2. Development of additional RAOs supported	<ul style="list-style-type: none"> • New RAOs develop their organization, administrative and financial capacity. • New entrants qualify for G-RAP core funding. 	<ul style="list-style-type: none"> • Issue call for applications • Prepare criteria for assessment 		Prepare grant documentation (agreement, reporting guidelines and formats)
3. RAOs gain increased autonomy from Government and donors	<ul style="list-style-type: none"> • RAOs articulate and pursue their own research and advocacy agendas. • RAOs able to effectively challenge & influence Government and donor policy choices. 	N/A	N/A	
4. Knowledge base on public policy priorities increased.	<ul style="list-style-type: none"> • RAOs generate high quality evidence-based research based on robust primary sources. 	N/A	N/A	
5. An active community of RAOs is established	<ul style="list-style-type: none"> • RAOs meet regularly and share knowledge and lessons learned. 	<ul style="list-style-type: none"> • 1st RAO Convention 	<ul style="list-style-type: none"> • TAB & FC decided to postpone 1st RAO Convention until Feb.05 	<ul style="list-style-type: none"> • Commence preparation for 1st RAO scheduled for February 2005.
6. RAOs build up networks and local constituencies	<ul style="list-style-type: none"> • RAOs involve community-based organizations in research and advocacy 	N/A	N/A	<ul style="list-style-type: none"> • Ensure that a CBO involvement is assured in applications, grant M&E and Conventions.
7. More efficient allocation of aid to RAO sector through pooled funding mechanism and multi-annual core funding	<ul style="list-style-type: none"> • Common programming, procedures, reporting rules, etc. among participating donors. • More predictable funding base for RAOs. • Lowered transaction costs for RAOs and donors. 	<ul style="list-style-type: none"> • Establish Project Management Team (PMT) and its facilities. • PMT meetings with Advisory Board and Funders Committee • Setup website & newsletter 	<ul style="list-style-type: none"> • PMT mobilised and office established. • PMT met with FC and TAB on several occasions. • 1st G-RAP newsletter circulated 	<ul style="list-style-type: none"> • Complete PMT operationalisation (office setup, electronic communications. • Establish clarity on legal status. • Issue 2nd G-RAP Newsletter

Annex 2 Major Events Log July-September 2004

Date	Activities
30-08	Inception of the project, LTS Project Director Alex Forbes in Ghana
31-08	Arrival Team Leader Hans Determeyer and family in Accra
31-08	First PMT meeting at Cresta Royal Hotel, inception issues, planning, logistics
01-09	PMT + Alex Forbes meets with RNE, DFID; issues: introduction PMT, planning, roles, selection criteria, reporting, timing RAO convention
02-09	Meeting with IBIS; introduction PMT, initial discussions on collaboration
02-09	PMT meets with TAB, RNE, DFID; issues: launch, convention, criteria, plan
03-09	Meeting with Issifu Lampo of Institute for Policy Alternatives, IPA
03-09	Meeting with Joe Abbey of Centre for Policy Analysis, CEPA
03-09	Meeting with Winifred & Denise of DFID; administrative and logistic matters
06-09	Meeting with Emmanuel Sowatey of Africa Security Dialogue & Research
06-09	Meeting with Daniel Batidam of Ghana Integrity Initiative, GII
06-09	Meeting with Taaka Awori of Action Aid Ghana, AAG
07-09	Meeting with Mrs. Bernice Sam of Women in Law and Devt. in Africa, WILDAF
07-09	Meeting with Charles Abugri of Integrated Social Devt. Centre, ISODEC
07-09	Meeting with Prof. Gyimah Boadi of Centre for Democratic Development, CDD
07-09	Meeting with Mrs Mensah of Institute of Economic Affairs, IEA
07-09	Meeting with Dr. Emmanuel Akwetey of Institute of Dem. Governance, IDEG
08-09	Preparation with DFID & Dutch Embassy for MDBS donor group meeting
09-09	PMT meeting with MDBS donors: FC donors + EC and GTZ
10-09	TL meets with IBIS director, discussion and negotiation MOU agreement
10-09	INGO meeting at SNV; presentation of G-RAP by TL and Peter Evans
13-09	Meeting with director of ISSER, University of Legon
14-09	Meeting with TWN and Women's League, University of Legon
16-09	First G-RAP Newsletter distributed by email
17-09	G-RAP advert in Daily Graphic: info, criteria, call for Statements of Interest
27-09	Meeting with USAID, DFID, RNE at USAID on ALPI capacity building project
27-09	Establishment of G-RAP office at East Cantonments

Annex 3 Progressive Planning Oct. → Dec. 2004 → June 2005

Date	Activities
04-10	Meeting with FC, TAB: issues progress PMT activities, planning, discussion of application format and assessment criteria
08-10	Dead-line for receipt of Expressions of Interest from RAOs
11-10	Expressions of Interest assessed by PMT
12-10	Standardised Application Forms to be sent out to potentially eligible RAOs
14-10	PMT internal process meeting
01-11	Deadline for Receipt of Proposals (Completed Application Forms)
Nov.	Assessment of RAOs by PMT
end Nov	Summary of Proposals for selection by FC
Dec.	Updating FC & TAB on assessment process by PMT
Dec.	Submission of Proposals to FC (+ summaries, comments, recommendations)
Dec-Jan	Start with first disbursement of funds to selected RAOs
Dec→	Matching identified capacity building needs with identified resources; planning of training and coaching events with strategic partners
Feb. 05	RAO convention; election of members AB (end of mandate of Transition AB)
April 05	Second call for proposals
June 05	Second selection session FC