



G-rap Ghana Research & Advocacy Programme

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Quarterly Progress Report

July - September 2005

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1. Progress against Project's Framework

Executive Summary

Over the past quarter perceptions relating to the functioning of G-RAP have shifted thanks to intensified contacts between the various stakeholders prompted by the PMT's efforts to generate hallways and mechanisms for the exchange of rich, constructive, rewarding dialogue. Certainly the contracting and the disbursement of funds to the Grantees in July had a positive influence. An inter-stakeholder meeting was held on 27 September with participation of donors, RAOs, strategic partners IBIS and SNV, and the PMT. Achievements and lessons learned were identified, alongside issues needing additional attention in the period to come. The general feeling about the way forward is now one of constructive cooperation.

For the first time since its launch, the PMT is now able to start focusing on the programming of learning events and the elaboration of its communication and information services. This September has certainly been rich in events and the enhancement of the PMT with the new position of a Programme Manager will certainly intensify that aspect of G-RAP's projected output. The ICB Programme has also started, with a number of Grantees fully engaged in preparing their Workplans together with IBIS/SNV.

The key priority is now to ensure the inter-stakeholder dialogue gives due attention to the relevance of issues coming up and thus maintain the constructive engaged spirit. Additionally, we would hope to further establish the reputation of G-RAP as a grant making institution that commits itself beyond funding, with services and facilitation for the larger RAO community in information and communication, in sharing and learning events and capacity building. A stakeholder survey for ideas and a needs assessment has been initiated by PMT.

The issue of G-RAP fund reserves will need timely attention. The Terms of References of the PMT indicate that at least one call for proposals is to be organised each year. In order to be able to live up to expectations, both among prospecting applicants as well as among donor institutions, reserves would need to be enhanced or criteria for access to the G-RAP funding windows to be narrowed considerably. A next call is tentatively planned to be announced by the end of March 2006.

1.1 Grant Making Systems

In July, funds that had arrived in G-RAP's Bank account in May were put to use following agreement from all stakeholders on contract conditions and reporting requirements. Before the end of July, RAO workplans, contracts and first disbursements were processed by PMT for 8 out of 9 Core Grants and all 4 TA/Project Grants.

The ICB Grants are in progress; the issue of finding sufficient competent staffing for the organisational analyses has been met to a large extent. Disbursements for the implementation phase are expected in the course of quarter 4 of this calendar year, depending on availability of the Grantees and the consultants, as well as on a successful embracing of this relatively new approach to organisational and institutional development among the target group.

1.2 Governance of G-RAP

In the third quarter, no meetings have been called specifically for the Advisory Board. The initial planning for a Board meeting at the September 27th meeting was "rescheduled"; it was decided to meet on that same date in a larger setting for an inter-stakeholder review of G-RAP, with RAOs, Funding Partners, Board members and the PMT. The next Board meeting is now set for November 7th. A short interim briefing was organised by PMT with the new Members of Parliament of the Advisory Board on the 8th of September.

Contacts with the Funding Partners have been intensive over the past quarter, with monthly briefings with the representative of the leading donor DFID, Mr. Budali Issahaku. Two additional meetings with the donors allowed for straightening a number of the grant making processes and procedures, and thus to pass from the inception phase to a full flung implementation of the G-RAP. This milestone was well illustrated in the successful inter-stakeholder review of the programme on September 27.

As indicated in the last quarterly report, the annual review of G-RAP has been postponed to the first quarter of 2006. The September 27 review meanwhile has provided for a consensual kind of steering mechanism which can guide G-RAP in its activities for the period ahead.

1.3 Learning Events and Institutional Learning

At the Organisational Development (OD) level there has been significant preparation before launching the process. On the one hand the selection, engagement and motivation of a team of experienced professionals has been achieved - this in spite of the attested shortage of OD specialists in Ghana. For alignment sake a 'Storyboard' approach was developed for the monitoring of organisational processes, inspired on the Most Significant Change model employed in G-RAP's M+E framework.

The design of a monthly ICB briefing newsletter is now almost complete and in July all ICB Grantees were briefed on the process surrounding the Grants.

At this point in time the IBIS/SNV alliance is fully engaged in organisational assessments / reviews with ABANTU, CDD, IDEG, ISODEC and WILDAF. Others are expected to follow shortly.

At the Institutional Development level, we saw a presentation and subsequent discussion by Dr Dzodzi Tsikata of her critique of Rights Based Approaches to development and their impact upon gender. The two hour event hosted at IEA in September was attended by members of the RAO community, donors and representatives of I-NGOs.

Also in September we saw two events on M&E approaches and tools by Rick Davies, of which one was hosted at CDD and attended by RAOs and donor representatives (see 1.6). Furthermore, a learning event at the I-NGO + RAO meeting on Multi Donor Budget Support and civic engagement with speakers from the donor community and the RAO community. A contribution by a GoG representative had to be cancelled for reasons of a staff reshuffle in the MDDBS unit.

Within the PMT itself there has been a team development event with external facilitator Mr. Robert Amo to embed new members within the team and to analyse ways of advancing on team performance.

1.4 Engendering analysis of G-RAP

The process for undertaking an engendering analysis of the G-RAP delayed following to the previously identified consultant no longer being available due to other commitments. Locating a replacement has been challenging owing to the limited availability of people and the difficulty in finding suitable candidate consultants with experience in gender and organisational processes. Most candidates appeared to have more of an academic focus and/or acquired experience predominantly in project analysis.

From a shortlist of three candidates, one consultant has been identified. Dr. Mensah-Kutin, RAO representative on the G-RAP Advisory Board, has assisted in the selection process. Availability appeared to be a major challenge for all three candidates, a factor which will in any case delay the start of the engendering analysis to early December. Last details are being arranged for contracting the consultant; contract and TOR will be submitted for non-objection to DFID. The consultant's first draft report is expected in January 2006.

1.5 G-RAP Communications

Communication and information are two sides of the same coin. While the bi-weekly (and sometimes weekly) team meeting is the fundamental mechanism for effective information exchange within the PMT, the Regency meeting on the 27th September demonstrated a need to extend communication channels from the PMT to RAOs and Donors, between donors and RAOs, and between RAOs, as well as the wider RAO community in Ghana.

A new edition of the G-RAP Newsletter is due. Questions about how the newsletter can be used as a major information servicing tool in the RAO community have generated a number of interesting suggestions. The key of which is to progress in time from G-RAP Newsletter to Research and Advocacy News.

The website is seen as the central point for dissemination of and access to information sources. Since its launch the website itself has not changed, but behind the scenes preparatory work is advancing and now more rapidly since the enhancement of the PMT

There have been considerable improvements surrounding communication with the Advisory Board since its establishment – an individual briefing system has been introduced to brief the Parliamentarian members on request prior to any Advisory Board meeting. So far this has proved effective and the focus now needs to shift on improving communication with RAO representatives where the pressure on time resources is enormous.

1.6 Monitoring & Evaluation System

A brief mission was arranged for Mr. Davies, 5-9 September. Tools for baseline data collection were finalised and instructions given to the local M&E assistant on its use. The communication strategy was briefly revisited; once the newly recruited Programme Officer has passed his induction phase, implementation of strategies will be effectuated.

Two learning events were organised with Mr. Davies, both dealing with Network Analysis and the Most Significant Change (MSC) approach.

The first meeting was attended by a mix of representatives of MDBS donors, RAVI and PMT; discussions focused on the larger MDBS context in which G-RAP and RAVI operate and the implication that has on the design of G-RAP's M&E set-up.

The second event was well attended by 25 representatives of 12 out of 14 G-RAP funded RAOs. Mr. Davies gave an introduction on the MSC monitoring approach. Furthermore, examples were given of Network analysis, its potential in monitoring; he explained the need for additional baseline data collecting. It is clear that the MSC approach draws great interest from the Grantees – the effectiveness of advocacy is often difficult to assess -, but that at this stage it still remains mostly theory. Upcoming reporting cycles will provide opportunities for coaching Grantees on its practice.

2. Lessons Learned and Issues Requiring Attention

2.1 Pooled Funding

For two of the four Funding Partners, the administrative hurdles for disbursement to G-RAP have only been provisionally resolved, DFID temporarily allowing disbursement of funds from these partners to G-RAP via DFID accounts. Therefore the hosting of the G-RAP Fund account in a legally registered institution in Ghana setting remains an issue to be resolved in the near future. The current situation may also have a negative effect on prospecting donors.

During the past quarter, further investigation into the issue through discussions with the previously DFID contract lawyer and donor representatives have taken place. It is now suggested that the issue of the long-term legal status of G-RAP operating as a Trust Fund or NGO shall be pursued within the context of the long-term institutional arrangements of G-RAP while a structural solution will be explored by LTS, E&Y and a third NGO partner organisation to find a suitable legal and administrative status to facilitate Funding Partner transfer directly into the G-Rap Fund account. A meeting is planned mid October with some of the FC and AB members with a legal background, for discussion of middle long term and the immediate needs.

2.2 Grant Making Resources

A next call announcement is due at the end of the March 2006. Current 12-month TA/Project Grantees may then apply for renewal of their grants or apply for multi-annual Core Grants, thus ensuring continuity in financing their programmes. Furthermore, ICB Grantees may wish to renew their Grants in order to allow for longer organisational development processes. Current G-RAP reserves will be sufficient to cover such additions to current contractual commitments.

In case of a publicly announced "open call", the demand from civil society for inclusion in the G-RAP Grant scheme is expected to still rise considerably, including new categories of actors and out-of-Accra based initiatives. Moreover, PMT has indications that some of the budgets approved for the first round Core Grants were in some cases too modest. In view of this, existing Fund reserves will not be sufficient for covering expectations raised during the design phase and during the first year of G-RAP. PMT assumes that both the current Funding Partners as well as the wider circle of MDBS partners may be aware of this, but solicits the assistance of the Advisory Board to actively follow up on the issue of the currently very limited fund reserves.

The World Bank multi-donor PRSTF (Poverty Reduction Strategy Trust Fund) has approved a combined Grant to the Ghana Ministry of Justice (capacity building for the Attorney General's Office) and to G-RAP. The USD 200,000 Grant for G-RAP is earmarked for the provision of technical assistance for the management of the programme, in the form of consultancy fees in the domains of M&E, management systems and the audit of the G-RAP. Aim is to prepare G-RAP for a larger scale participation of the World Bank at a later date. The funds will be managed by the Accra office of the World Bank and be available for the period July 2005 – July 31, 2007.

Attempts of the European Union to join the Funding Partners did not (yet) lead to an administrative scenario which would find consent in Brussels or with the current Funding Partners. Procedural constraints are such that the EU cannot join a pooled funding initiative. The only option left was to set up a parallel window, thorough which the EU could directly contract Grantees. At this early stage of the Programme and in view of the limited budget the EU had available, the FC thought it not advisable to host complex EU systems as a parallel grant making system under the G-RAP/PMT. Negotiations will be reopened whenever new options or scenarios come into view.

An attempt of USAID to make a donation-in-kind to the RAO/SCO Community via G-RAP, RAVI and GAIT with the idea to strengthen IT systems and communications did not (yet) succeed. USAID, assisted by G-RAP and CDD, continues to look into options to follow up on expectations raised.

2.3 Communications

At the 27 September inter-stakeholder review of G-RAP a major point of attention was identified concerning communications between PMT and the Advisory Board, and with the G-RAP stakeholders. In September the new G-RAP Programme Officer started his assignment. With a focus on information and communication management, PMT expects to make solid progress in this domain in the last quarter of 2005 and the first quarter of 2006. Points of attention are numerous, but priorities will be a survey of needs and ideas living in the RAO community through face-to-face contacts with their respective Programme Officers; progress in the further development of the website, the RAO Newsletter and learning/exchange events.

Communications with the Advisory Board have improved since the elections of the RAO representatives on the Board at the RAO Convention in July, when the Transitional Board period came to an end. A more systematic approach in facilitating and preparing the (at this point in time) quarterly Board meetings with timely provision of relevant information will be tested for the upcoming November meeting.

The ICB process will produce in October 2005 an ICB Newsletter to address this issue with ICB stakeholders. The ICB Newsletter will be loaded onto the web as well as being emailed to individual organisations. Within the ICB process itself a weekly written internal briefing system is operating with the strategic partners BIS/SNV augmented with face to face meetings as and when required. The development of the Storyboard has enabled ICB partner organisations to have an up to date briefing on the issues within each RAO engaged in the ICB process.

3. Planned Activities for October-December 2005

3.1 Contracts, Disbursements

The second round of disbursements for Core and TA/Project Grants is due in October, on reception of Grantee's quarterly financial statement and a demand for funds. PMT disburses subsequent quarterly disbursements directly on reception of the statements and the demand for funds, thus ensuring continuity for the Grantees. It is assumed that G-RAP can operate on the principle of subsequent coaching rather than on the principle of penalising on poor performance.

The contracts and Terms of Reference for the tripartite construction of G-RAP – IBIS – SNV have been signed with some delay. Once all hurdles between stakeholders and Funding Partners were dissolved the partnership has become operational; the process of ICB workplan identification is now in full swing. ICB workplans and disbursement requests are expected shortly.

3.2 Reports, Monitoring and Evaluation

First quarterly financial statements to be submitted by the Grantees are due in October '05. It is expected that some coaching on the job will be needed here by PMT's Financial Advisor, as a number of Grantees have already indicated.

First narrative reporting by the Grantees is due in January '06. In principle, G-RAP accepts Grantee's own annual reports. For generating specific M&E inputs, however, G-RAP designed a light additional narrative reporting format. This is where coaching on the practise of the MSC monitoring will be most relevant. Plan is to use this first narrative reporting batch as input for a next phase in MSC training, by the end of January '06. At that same occasion an analysis of the baseline data survey will be presented to and discussed with the RAO community.

3.3 Communication: Website, Newsletter, Bulletins

With PMT resources prioritising activities surrounding the disbursement of grants it has not been possible to allocate sufficient resources to enhance the website, to further develop the concept of a G-RAP newsletter and for internal communication bulletins. This is not to say that these products are not important, the resources available simply required prioritisation on other activities. The arrival of Programme Manager Elvis Otoo in September should see significant improvements in communication with all G-RAP stakeholders once we are through the induction phase.

3.4 Institutional Environment

It is understandable that the Funding Partners would now like to see some results from G-RAP and from the Grants to its beneficiaries. Owing to the long delay in the contracting, the Advisory Board decided to postpone the annual review of G-RAP to the first quarter of 2006; as a consequence the Mid-Term Review has been pushed forward towards the end of 2006. The inter-stakeholder meeting of September 27th has allowed for an intermediate moment of checks and balances, to some extent covering for what would normally have been G-RAP's first Annual Review.

Meanwhile, the status of the PMT has been covered under a GoG-GoUK agreement. The legal status issue, therefore, is getting a lower priority. For a longer term consolidation of G-RAP the process is likely to be taken up at the Mid-Term Review. The only priority and practical issue remaining at this point is the hosting of the G-RAP bank account under a not-for-profit legal entity or ministerial agreement. At this moment, two out of four donors have to disburse to G-RAP via DFID, which should be seen as a temporary solution. This aspect is currently being looked into by PMT with the help of legal advisors with the aim to find a short-term solution which allows all donors to disburse directly into the G-RAP Fund.

3.5 Programme Management Team, Moving of the G-RAP Office

On 1 September 2005 the Programme Management Team has been completed with Programme Officer Mr. Elvis Otoo. With responsibilities in communication and information servicing, Elvis will first concentrate on strengthening liaison with the RAO community and carry out a survey on how G-RAP can enhance its services to the community by way of facilitating learning events, exchanges, conferences, etc. Based on design outlines that were developed over the past period, Elvis will implement the communication strategy through information servicing tools such as databases, a RAO news bulletin and the G-RAP website.

As part of the transition from the first inception year to the implementation phase of G-RAP, at the end of September the PMT went through an internal team review exercise. A combination of individual team interviews, external stakeholder interviews and a two day workshop in Cape Coast, 23-24 September, was facilitated by consultant Mr. Robert Amo. Other elements completing the transition were the 27/9 inter-stakeholder workshop, the team visit by Programme Director of LTS International and an inter-constituent review between LTS International and Ernst & Young Ghana. The process will be continued through monthly team meetings of an action-learning character, and with 3-monthly facilitated checks & balances of the team's performance as a team and as a service provider in its stakeholder environment.

Recently, an issue with a more practical character has arisen: Owing to expansion of the IBIS programme, the current lease agreement with IBIS at its East Cantonments location will have to be ended on 31 December 2005. The PMT has commissioned a study for a new location, to be realised before the end of 2005.

Annex 1: Events Log July-September 2005

	Domains and Events
1	<p><u>Governance:</u></p> <ul style="list-style-type: none"> - 14/7: FC-PMT meeting with topics: disbursement mechanism for Funding Partners to feed G-RAP Fund account; ICB Grant Scheme; meeting between FC-AB-RAOs and PMT; grant making commitments; legal status dossier handed over to PMT; - 11/7 & 31/8 & 13/9 & 28/9: Briefings with Mr. Budali and Ms. Chinbua of DFID, focusing on G-RAP activities, M&E, status issue, disbursement issues, RAO-FC-AB-PMT relations; - 8/9: PMT briefing of Parliamentarians on Advisory Board, Hons. Grace Coleman and Sallas Mensah; - 16/9: Briefing at RNE with Mr. Kuijper and Mrs. Foli-Neefjes for 27/9 meeting with RAOs and donors; - 27/9: Inter-stakeholder event on G-RAP's progress, lessons learned and forward planning
2	<p><u>Grant making:</u></p> <ul style="list-style-type: none"> - 5/7-22/7: 12 contracts were signed and first tranches disbursed for 8 out of 9 Core Grants and all 4 TA/Project Grants; - At the end of September, the 9th Core Grantee has not yet submitted its Workplan;
3	<p><u>Grant making, resources:</u></p> <ul style="list-style-type: none"> - 2/7: Front-loading of approx. \$2,000,000 Grant Funds by DFID on behalf of Funding Partners; - 13/7-27/9: Meetings and discussions with EU on scenarios for EU to join G-RAP Funding Partners; all scenarios failed at this stage due to EU administrative constraints; - 1/9-to date: Discussions with USAID on donations in kind to RAOs via G-RAP; delayed, will be continued; - 2/9 & 28/9: Meetings with World Bank on intention to join Funding Partners via PRS Trust Fund; outcome is positive, the Bank approves the Grant to G-RAP; details on management of the grant remain to be finalised;
4	<p><u>Capacity Building Grant Scheme:</u></p> <ul style="list-style-type: none"> - 13/7: Presentation of ICB Grant scheme to RAO community (at SNV); - September: Tripartite agreement G-RAP – IBIS – SNV signed; - September: ICB process started off successfully in a number of institutions
5	<p><u>Learning Events:</u></p> <ul style="list-style-type: none"> - 1/9: Learning event at the I-NGO + RAO meeting on Multi Donor Budget Support and civic engagement, (organised by TL, rotating chair of the quarterly I-NGO Forum); - 9/9: Presentation of MSC M&E approach and baseline survey to RAOs by Rick Davies (hosted by CDD); - 15/9: Discussion paper on Rights Based Approach (RBA) by Dr. Dzodzi Tsikata of ISSER (hosted by IEA; participants from among donors, I-NGOs and RAOs);
6	<p><u>Gender:</u></p> <ul style="list-style-type: none"> - 7/9 & 29/9: Selection of consultant for engendering analysis, together with Dr. Mensah-Kutin of AB;

7	<p><u>Programme Management & Communications:</u></p> <ul style="list-style-type: none"> - 5/7: DFID approves revised PMT budget; selection procedure for Programme Manager launched; - 5/7-22/7: Workplans, contracts and disbursements processed for 8 Core Grants and 4 TA/Project Grants; - July-September: further development of G-RAP Communication and Information Strategy; - 21/7-22/7: Assessments and interviews for Programme Manager position; candidate selected; - 19/7: Farwell to G-RAP's Financial Advisor, Mr. Ben Afudego of E&Y, assigned to E&Y UK; - 28/9: Interview with Mr. Kwadwo Mpeani Brantuo, Priciple at E&Y, for replacement of Ben Afudego; - 25/7-15/8: Leave period, PMT office closed; - 13/8: Visit of TL to LTS International in Edinburgh; presentation at LTS on pooled funding mechanism; - 25/8: Beginning of inception phase for Programme Manager, Mr. Elvis Otoo (contract from 1/9/5); - 19/9 & 23-24/9: PMT team building exercise under facilitation by Mr. Robert Amo (Accra & Cape Coast); - 26/9-30/9: Programme Director Alex Forbes visiting PMT; meetings with PMT, RAOs, DFID, WB, E&Y
8	<p><u>Monitoring & Evaluation:</u></p> <ul style="list-style-type: none"> - 5/9-9/9: Mission by Rick Davies; focus on baseline data, communication strategy; training events; - 6/9: Presentation of M&E approach (MSC) to MDBS partners (WB and JICA), RAVI at G-RAP; - 9/9: Presentation of M&E approach and baseline survey to RAOs by Rick (hosted by CDD); - 14/9: Contracting of Mrs. Kathy Addy as research assistant to Rick/PMT for baseline survey;
9	<p><u>RAVI Steering Committee: Sister Funds:</u></p> <ul style="list-style-type: none"> - 8/7: Discussions with Mr. Terry Green (FRR; constituent partner of RAVI consortium); - 24/8: RAVI Steering Committee meeting; - 31/8: Exchange meeting of "Funding Sisters" BUSAC, GAIT, GEF, CSF, SNV, G-RAP at RAVI office;
10	<p><u>Other:</u></p> <ul style="list-style-type: none"> - Ongoing discussion with ODI/CSPP initiative on approach for servicing of SCO networks.

Annex 2: Progress against Logical Framework over the first year: September 2004 – August 2005

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Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Progress Observations
<p>GOAL [changes in GoG]</p> <p>Pro-poor policy adopted and implemented effectively by GoG</p>	<p>[Using mixed methods]</p> <p>GPRS Indicators, as prioritised by the Funders Committee</p> <p>Indicators of policy changes which are of shared concern to RAOs (See Purpose 7)</p> <p>Monitoring of “Most Significant Changes” in government policy by RAOs [a non-indicator approach]</p> <p>Provisional areas to be monitored by 1 & 2 & 3 above</p> <p>Policy making process</p> <p>Budget allocation</p> <p>Expenditure of budget</p> <p>Service provision</p> <p>Gender dimensions of above</p>	<p>Annual Progress Report on GPRS and other M&E products, produced by NDPC</p> <p>RAO Convention records</p> <p>Thematic Workshop Findings</p> <p>Various other RAO publications, communications and media references</p>	<p><i>By lack of RAO implementation reports, progress can not yet be measured on the basis of reported activities.</i></p> <p><i>In the just concluded GPRS-2 process a number of RAOs have been actively engaged, but the impression persists, that primarily information rather than active participation has been the share for civil society.</i></p> <p><i>RAOs were engaged in an independent critical review of both the process of the GPRS-2 as well as the product of that process. (“Comments on GPRS-2 by the Growth and Poverty Forum”, August ’05, draft)</i></p> <p><i>In general RAOs see their role in an increasingly active engagement in the GPRS process and in the MDBS process. (RAO Convention ’05)</i></p>
<p>PURPOSES [changes by G-RAP RAOs]</p> <p>1. RAOs that have been given access to G-RAP capacity building grants are able to gain better access to funding</p>	<p>Number of RAOs gaining access to core funding increases</p> <p>Number of RAOs gaining access to new sources increases</p> <p>Number of RAOs gaining increased</p>	<p>G-RAP funding allocation tables</p> <p>Financial Report from RAOs (quarterly)</p> <p>Mid-Term Review field work</p>	<p><i>RAOs have capacity to absorb additional funds</i></p> <p><i>Donors continue to see CSO engagement in policy advocacy as a high priority</i></p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Progress Observations
<p>2. RAOs are more able to attract, retain, motivate and develop capable staff</p>	<p>Progressive improvements of professional competence of researchers hired by RAOs</p> <p>Improved staff performance</p> <p>Mean duration of vacancies declines over time</p> <p>Sick leave rates decline</p> <p>Length of staff contracts grows</p> <p>Gender balance of staff improves</p>	<p>RAO personnel records</p> <p>RAO Staff appraisal records</p>	<p><i>RAOs do want capacity building which include development of HR systems</i></p> <p><i>There are enough qualified researchers and HRM staff available in the market to meet RAO demand</i></p>
<p>3. RAOs generate high quality evidence-based research based on robust primary sources</p>	<p>[RAO] Peer Review assessments improvement over time</p> <p>RAO references cited in government and parliament policy documents</p> <p>donors and civil society in their dialogue with government</p> <p>RAO publications are gender sensitive</p>	<p>Peer review reports</p> <p>RAO reports to MTR teams</p> <p>Various other RAO publications, communications and media references.</p>	<p><i>Data N/A</i></p>
<p>4. RAOs package evidence based research and use it in targeted advocacy activities</p>	<p>Different messages are sent to different audiences. Not broadcast to all.</p> <p>Diversity of info products increases over time</p> <p>Timeliness improves</p> <p>Targeting differentiates by gender</p>	<p>1. Database on contacts made with targeted audiences</p> <p>2. Six-monthly reports</p> <p>Copies of info products sent to PMT</p> <p>RAO workplan & Progress Report</p> <p>Various other RAO publications, communications and media references</p>	<p><i>Data N/A or not yet systematically processed by G-RAP</i></p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Progress Observations
<p>5. Improved cooperation between RAOs</p>	<p>More RAOs share a widening range of information with each other</p> <p>Number of joint funding proposals increases</p> <p>Number of jointly managed advocacy campaigns increases</p> <p>Number of non-G-RAP funded RAOs included in above trends also increases</p> <p>RAOs more engaged with gender focused RAOs and networks</p>	<p>Baseline and follow-up surveys of RAOs re relationships with other RAOs</p> <p>Reports of Annual RAO Convention – Plans of Action</p> <p>MTR team</p>	<p><i>The first RAO Convention has been organised in July 2005 and was generally seen as a success.</i></p> <p><i>Signs of increased collaboration are clearly visible, if only through the numerous instances that RAOs met in the process of contract and reporting negotiations with the Funding Partners and PMT, including joint RAO statements and communications. Learning events and information sessions are generally well-attended.</i></p>
<p>6. RAOs build up a strategic set of relationships with CBOs.</p>	<p>Number of partnerships between RAOs and CBOs increases – overall.</p> <p>New relationships are planned (not just happening)</p> <p>Strategically irrelevant relationships with CBOs are ended.</p> <p>Existing relationships are prioritised. and this informs allocation of RAO resources</p> <p>RAO agendas encompass local and regional issues. Not just national level issues</p> <p>Grassroots CSOs draw on RAO analysis for advocacy work</p>	<p>RAO Progress Reports</p> <p>RAO workplans</p> <p>Mid-term Review field work</p> <p>RAO websites, workplans, and Progress Reports & annexes</p> <p>Various other RAO publications, communications and media references.</p>	<p><i>Data N/A</i></p> <p><i>Baseline data collection under way, focusing also on relations with CBOs. Data will be processed and presented in January '06.</i></p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Progress Observations
<p>7. RAOs build up a strategic set of relationships with government, parliament and MDBS donors</p>	<p>Number of partnerships between RAOs and government, parliament and MDBS donors increases - overall</p> <p>New relationships are planned (not just happening)</p> <p>Existing relationships are prioritised, and this informs allocation of RAO resources</p>	<p>RAO Progress Reports</p> <p>RAO workplans</p> <p>Mid-term Review field work</p> <p>RAO websites, workplans, and Progress Reports & annexes</p> <p>Various other RAO publications, communications and media references</p>	<p><i>Only limited data available. Baseline data on connectedness currently collected (see above).</i></p> <p><i>RAO Convention was attended by a number of parliamentarians, non-funding donors, and the media.</i></p> <p><i>RAOs actively participated in the MDBS discussions at the I-NGO Forum and strongly expressed the need for improvements in MDBS communication. The MDBS group started a Newsletter.</i></p>
<p>8. The credibility and legitimacy of RAOs is improved, in the eyes of GoG and Ghana public</p>	<p>More RAO documents are referred to in GoG publications</p> <p>GoG and parliament contract RAOs for their services</p> <p>RAOs are increasingly invited to debate policy issues on radio & TV</p>	<p>RAO Progress Reports to G-RAP – in annexes to</p> <p>RAOs Quarterly Financial Reports</p> <p>Mid-term Review field work</p>	<p><i>Data N/A</i></p> <p><i>Media attendance at RAO Convention was good, but coverage was limited (relative newness of RAOs as an acting community?).</i></p>
<p>9. RAO autonomy is not undermined through participation in G-RAP</p>	<p>RAOs are able to criticise G-RAP, and its funding partners</p> <p>Diversity is maintained in RAO research & advocacy agendas</p> <p>Diversity in funding sources is maintained (See Purpose 1)</p>	<p>Minutes of RAO meetings and Convention</p> <p>Mid-Term Review</p> <p>RAO Strategic Plans</p> <p>RAO publications</p> <p>RAO Quarterly Financial Reports</p>	<p><i>A very diverse group of RAOs took a strong position, shared among at least 9 organisations, in the contract and reporting negotiations with the Funding Partners.</i></p> <p><i>Not PMT but RAOs organised the first RAO Convention.</i></p> <p><i>Reporting data N/A</i></p>
<p>OUTPUTS [by G-RAP PMT]</p> <p>1. G-RAP provides RAO donors with an attractive multi-donor funding mechanism which improves aid delivery</p>	<p>Existing donors fulfil initial commitments</p> <p>Number of participating donors increases over time</p> <p>G-RAP % management overheads are less than (a) direct funding by donors, (b) comparable multi-donor funding mechanisms</p>	<p>G-RAP activity and financial reports</p> <p>Management cost comparisons with other options (a) direct funding by donors and (b) RAVI, made by MTR team</p>	<p><i>Quantitative data N/A</i></p> <p><i>At its inception stage G-RAP needed important additional attention from the donors as its innovative design created unforeseen complications. Most issues have been solved, grants have been allocated successfully.</i></p> <p><i>New donors have indicated of wanting to contribute to of through G-RAP (WB, EU and USAID).</i></p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Progress Observations
2. G-RAP provides Core Funding to RAOs for three to five year periods	G-RAP provide at least \$75,000 per year per RAO, to at least 5 RAOs per year, for at least 3 years These target will be revised, as donor funding increases	G-RAP activity and financial reports	<i>Targets largely met at the first selection round: 9 core funded RAOs with a total allocation of approx. USD 1.6m.</i>
3. G-RAP provides Once-Off grants to RAOs to enable them to become eligible for core funding	G-RAP provide between 10% -15% of total grant value to emerging RAOs each year. This target will be revised, as donor funding increases	1. G-RAP activity and financial reports	<i>Four RAOs received approx. 14% of total Core/TA budget in the first selection round.</i>
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	1. G-RAP activity and financial reports	<i>Approx. 6.5 % of total grant volume has been allocated at the first selection round.</i>
5. G-RAP provides on-demand technical assistance to RAOs	G-RAP provides a maximum of 10% of PMT technical staff time to RAOs on demand	1. G-RAP time logs	<i>Data N/A</i>
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	G-RAP contracts (including ToRs) with Ibis, SNV, and other third party providers Three ICB reviews per contract G-RAP activity and financial reports Two monthly visits to RAOs by PMT-OD person	<i>12 ICB Grants approved. Risk of competent staff shortage mitigated through strategic alliance G-RAP-IBIS-SNV. However, establishment of the alliance was time-consuming. OD-Workplans in progress.</i>
7. G-RAP promotes and facilitates relationships between RAOs and other stakeholders	Feedback of survey findings to RAOs (& number of participants in survey) Number and scale of collective events aided by G-RAP	G-RAP PMT Six-monthly narrative reports Minutes and proceedings of workshops etc	<i>Data N/A or not yet processed; data collection and survey currently in progress.</i>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Progress Observations
<p>8. G-RAP publicly communicates G-RAP's objectives, achievements, information resources, issues, participating stakeholders, etc</p>	<p># of Ghanaian and international members of emailing list continues to grow</p> <p># of copies of Newsletter distributed to RAOs, INGOs, donors, parliamentarians and others.</p> <p># of visitors to G-RAP Website continues to grow</p> <p>At least 1 RAO convention held per year</p> <p>Increase in requests for information made to G-RAP office</p>	<p>Email list records</p> <p>Website logs</p> <p>Contacts database</p> <p>G-RAP Six-monthly narrative report</p>	<p><i>Limited data available.</i></p> <p><i>Email list, web-logs/counters and database not yet fully operational.</i></p> <p><i>Three Newsletters distributed to all stakeholders and externally interested parties.</i></p> <p><i>The RAO Convention successfully facilitated by G-RAP/PMT and well attended also from beyond the circle of direct stakeholders (media, parliament, I-NGOs).</i></p> <p><i>Circle of interested parties grows but requests are limited as a result of the inclusions of most eligible candidates immediately at the first round (more than 90 expressions of interest at the first call).</i></p>
ACTIVITIES [by G-RAP]			<i>Established</i>
<p>1. Management and governance structures are established for G-RAP, including an Advisory Board and Funders Committee, and RAO Convention</p>			
<p>2. G-RAP establishes entities and procedures that enable pooled funding support to RAOs</p>			<i>In progress</i>
<p>3. G-RAP establishes a RAO selection procedure, and associated funding strategy, that enables targeting of capacity building, and core funding grants to selected RAOs</p>			<i>Established; review planned before next call for proposals in Q2-2006</i>
<p>4. G-RAP establishes financial procedures for use within G-RAP and by funded RAOs</p>			<i>Established, but needs to be revisited. Coaching of RAOs appears to be needed at this stage.</i>
<p>5. G-RAP establishes an organisational capacity assessment procedure.</p>			<i>Established and used adequately. Will be revisited before next call.</i>
<p>6. G-RAP identifies third parties capable of providing capacity building assistance to RAOs.</p>			<i>Strategic alliance G-RAP-IBIS-SNV established, with room for other parties to deliver services.</i>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Progress Observations
7. G-RAP identifies means of facilitating networking between RAOs and with other actors [>Output 7]			<i>Networking events organised or facilitated. Network analysis will form integrated part of G-RAP M&E framework; baseline data collection in progress.</i>
8. G-RAP establishes a range of communication channels, and develops an associated communication strategy, for communications with RAOs and other actors. [>Output 8]			<i>Newsletters and website established, but currently in a phase of enhancement and review. Programme Officer recruited in July, with focus in this domain.</i>
9. G-RAP periodically reviews and improves its internal procedures, as listed above, to ensure incremental improvement over time. This will include attention to gender mainstreaming, within all G-RAP procedures.			<i>Reviews in progress or planned before next call (see above). Gender analysis consultant selected in September, analysis report expected in January 2006.</i>