

ELABORATION OF AN M&E FRAMEWORK FOR
THE GHANA RESEARCH AND ADVOCACY
PROGRAMME

5th to 9th September 2005 Visit Report

Dr Rick Davies,
Monitoring and Evaluation Specialist,

October 2005

Contents

1. Terms of Reference.....	2
2. Training.....	3
Activities completed in September.....	3
Activities proposed for January 2006.....	4
3. Baseline survey.....	5
Goal level measures.....	5
Purpose level measures.....	6
Activities proposed for January 2006.....	8
4. Communications.....	8
Communications Planning.....	8
The G-RAP website.....	10
Activities proposed for January 2006.....	11
4. Other tasks deferred to January 2006.....	11
Capacity building performance.....	11
Process mapping.....	12
Review processes.....	12
Design and use of reporting formats.....	13
ANNEX 1: Terms Of Reference.....	14
ANNEX 2: Communications products x Audiences.....	17
ANNEX 3: Baseline survey contents.....	18

1. Terms of Reference

1. The full Terms of Reference (ToRs) guiding this visit, and other proposed visits, are given in Annex 1. Those ToRs include the tasks listed below. The list includes a note on when each task should be addressed. These timings were agreed to with Hans Determeyer during the September visit.

1. Provide training to PMT staff, Funders Committee, Advisory Committee, RAOs, and others, on the use of Most Significant Changes monitoring.
Scheduled for Sept 2005
2. Develop a methodology for the baseline survey, then advise and supervise a contracted research assistant to implement that survey.
Scheduled for Sept 2005
3. Advise PMT staff on the representation of their communications strategy, using modular matrices as the main planning tool
Scheduled for Sept 2005
4. Advise PMT on the design, monitoring and evaluation of the G-RAP website, and the development of associated mailing lists.
Scheduled for Sept 2005

5. Advise PMT staff on the analysis of the performance of the Organisational Self-Assessment Tool.
Scheduled for Jan 2006
6. Provide technical advice to PMT staff on business process mapping, especially in relationship to grant making.
Scheduled for Jan 2006
7. Provide constructive comment on the design and use of narrative and financial reporting formats to be used by PMT and by RAOs
Scheduled for Jan 2006
8. Establish a clearly identifiable function for Annual Reviews, and Mid-term reviews and any special purpose reviews.
Scheduled for Jan 2006

2. Training

Task 1: Provide training to PMT staff, Funders Committee, Advisory Committee, RAOs, and others, on the use of Most Significant Changes monitoring.

Activities completed in September

2. Two training events were organised. The first was for donors and sister organisations on Tuesday 6th September. The World Bank, JICA and RAVI attended this event. Attendance was limited because of the short notice given about the date of the event. The second was for RAOs funded by G-RAP on Friday 9th September. Approximately 25 people attended, from 17 RAOs, plus RAVI and BUSAC
3. The Tuesday event included a PowerPoint presentation, followed by an open discussion, and lasted for approximately two hours. The presentation was titled "Monitoring and Evaluation of Research and Advocacy: G-RAP's developing approach". This covered the following areas:
 - Related research and advocacy projects with potential lessons relating to M&E
 - The complexity of M&E needs and requirements arising from multiple organisations being linked to each other via a funding organisation (donors, funding body, recipients, and others)
 - How G-RAP has revised its Logical Framework in actor oriented terms, in a way that tells a simple story, from G-RAP activities and outputs, to changes in RAOs at the purpose level, to changes in Government of Ghana at the Goal level, to changes in poor peoples lives in Ghana at the super-Goal level
 - The M&E challenges that G-RAP is facing at each of these levels of the Logical Framework
 - The relevance of two specific methods, in addition to the use of conventional indicators at each level of the Logical Framework:

- Network analysis, for changes in relationships between RAOs and others, at the Purpose level
 - Most Significant Changes monitoring for changes at the Goal
4. Despite the modest attendance, the Tuesday workshop the participant's reaction were positive:
 - World Bank requested a copy of the G-RAP Logical Framework. The representative also noted that the baseline survey and network analysis could link in to work on aid harmonisation that would be taking place over the next few months. RD will be following up this area of potential mutual interest
 - JICA expressed interest in funding opportunities. HD is following up this discussion.
 - RAVI expressed interest in the M&E methods being proposed.
 5. The Friday event included two PowerPoint presentations, both followed by discussion, and lasted for approximately three hours. The first was the same as given on Tuesday, the second was on Most Significant Changes monitoring, and used a standard package that has been used elsewhere, along with a pairing exercise. Both PPs and the G-RAP Logical Framework have since been circulated to the Friday workshop participants, on their request
 6. Participants in both workshops were informed about the plans to undertake a baseline survey of network linkages, with Kathy Addy as the researcher¹. It was explained that the survey should be completed within the next month or so, and that results would be fed back to a meeting of RAOs in late January 2006.
 7. In the Friday workshop attention was drawn to the format of the six monthly narrative report that G-RAP was asking RAOs to use. This includes a number of questions about the most significant changes the RAOs have seen, in areas relating to Purpose and Goal level changes in the G-RAP Logical Framework. G-RAP explained that these responses would be collated and fed back to RAOs in a second separate workshop to be held in late January. If the responses were not detailed enough, some preparatory work with individual RAOs might be needed (see below).
 8. The participants' reactions were positive. Interest was expressed in the network analysis and the use of MSC monitoring Only one question suggested any anxiety about how G-RAP was proposing to approach M&E (Q: Was the baseline survey about checking whether RAOs had given accurate information in their applications? A: No.). A BUSAC representative queried the practical use of the network analysis. In response it was pointed out that it had two functions: (a) as a baseline against which any subsequent changes could be compared, (b) as a means of facilitating planning by individual RAOs, and groups of RAOs, about the types of changes they needed to make in the relationships they had with others. The network analysis could widen the horizons of what people could see, and expand their choices available to them.

Activities proposed for January 2006

9. A one-day workshop should be organised by G-RAP, for all funded RAOs, in late January. The purpose will be to present the MSC's identified by the RAOs in the

¹ Late Note: A new interviewer is now being sought to replace Kathy, who is no longer available.

six monthly narrative report and to do a participatory analysis of those changes, using the MSC procedure. This should serve the following functions.

- Help the RAOs come to collective conclusions about important developments, and to be aware of where there are any major differences of opinion.
 - Provide more practical training in the use of MSC
 - Help improve subsequent narrative reporting of MSCs
 - Provide G-RAP with qualitative evidence of achievement of Goal and Purpose level changes
10. The MSC selection exercises should focus on changes in at least three domains, that relate to the Logical Framework structure and the structure of narrative reports
- Changes in government policies (Goal)
 - Changes in RAO relationships
 - With CBOs
 - With GoG
11. The workshop schedule may need to allocate some time for RAOs to “rewrite the relevant text in their narrative reports, so that it will be given more recognition in the MSC selection exercises. The text in the first set of narrative reports is likely to have lots of common problems: e.g. too brief, too vague
12. There is a risk that narrative reports will arrive too late. This issue could be anticipated by scheduling one-to-one meetings with RAOs in early January, as proposed below, and pointing out that the focus of these meetings will be on financial and narrative reporting contents. If this fails the workshop could still go ahead, working simply on the basis of recalled "most significant changes", even if they have not been documented in reports to G-RAP.

3. Baseline survey

Task 2: Develop a methodology for the baseline survey, then advise and supervise a contracted research assistant to implement that survey.

Goal level measures

13. At the Goal level of the G-RAP Logical Framework there are two indicators, or rather two *references* to indicators. These are:
- GPRS indicators as prioritised by the Funders' Committee
 - Indicators of policy change which are or shared concern to RAOs
14. A draft online survey has been developed to collect information from G-RAP donors, and possibly others, on the GPRS policy issues that are of concern to them. See <http://www.surveymonkey.com/s.asp?u=133461320425> Sub-headings from the current draft version of GPRS2 have been extracted to construct a menu of possible policy concerns. G-RAP donors will be asked to allocate 100 points across these policy areas, according to their relative importance. Firstly, across the three main policy areas headings (“Private Sector Competitiveness”, “Human Resource Development”, And “Good Governance And Civic Responsibility”).

Then across the specific policy topics under each of these headings. This data will then be shared amongst the participating donors and RAOs. It will provide baseline information on donor's current policy concerns and information that RAOs may want to take into account in their advocacy planning.

15. It is expected that further revisions of GPRS2 may include specific indicators for each of the listed policy areas. However, given that G-RAP needs a baseline of donor policy concerns this year, we cannot wait until then. The GPRS2 policy sub-headings should be a workable alternative means of identifying what donors' concerns are at present.
16. A similar survey question has been included in the RAO baseline survey, which will be implemented in the next month. This is in the same two-stage format. RAOs are asked to allocate 100 points across the three main areas of the GPRS first. Then they are asked to allocate 100 points across the policy issues within each of these three areas.
17. The third reference to Goal level indicators refers to the use of MSC, which is actually a non-indicator based approach to monitoring. The baseline data for "Most Significant Changes" could be taken from the RAO's first six monthly report to G-RAP, due in early January 2006. This includes a question about changes observed in pro-poor government policies. Whatever is reported by RAOs via this question, it is unlikely to include changes primarily caused by RAO actions taken in the first six months of G-RAP funding (i.e. late 2005). Therefore it could function as a baseline measure.

Purpose level measures

18. At the Purpose level there are two broad groups of expected changes:
 - Those taking place within each RAO: Purposes 1 – 4 E.g. improved access to funding
 - Those taking place in relationships between RAOs and others: Purposes, ability to recruit and retain staff, generating high quality research, etc P5-8.

Relationship information

19. Relationship information was available from three sections of the application forms that RAOs submitted to G-RAP. This information is available for both successful and unsuccessful RAOs. It has been collated in a spreadsheet, and used to do a preliminary analysis. There are two problems with this data. One is that the categories of relationships overlapped. They were "working contacts with other RAOs", "involvement in any networks or joint- campaigns, or lobbying activities", and "structured collaboration with civil society organisations". In any further round of funding it would be useful if relationships were categorised in the same terms as referred to in the Purpose level of the revised Logical Framework. The second problem is that this information refers to relationships that have existed over periods of time that vary across respondents.
20. Nevertheless, the information that has been collected has been useful. It has been used to create a menu of possible relationships, to be inquired about, during the upcoming baseline survey of individual RAOs, about their relationships with other organisations. The first draft of this proposed survey is included in Annex 2.

21. This survey has five questions, each in the form of a roster of options. The first lists all the organisations the interviewed RAO has mentioned, and which they have previously had some form of working relationships with. Here they are asked who they worked with in 2005, who they will work with in 2006 and the expected relative importance of the relationships in 2006. The same set of questions will then be asked about relationships with GoG, donors and CBOs. Associated with these, there is also an additional question, asking what the single most important policy issue will be that they will work on, in each of relationship. The fifth question asks about policy issue priorities, using the GPRS2 list, as explained above.
22. Kathy Addy has commenced making interview appointments, and an explanatory email has now gone out to RAOs about the purpose of the interviews. I will work with Kathy, discussing the results of each interview as they are completed, with a view of getting the best possible quality data. Late Note: I have since provided feedback to Kathy on the results of her first interview.
23. This data will be compiled in a spreadsheet that will be accessible to G-RAP staff, and interviewed RAOs. It will also be summarised visually, in the form of network diagrams. These will highlight organisations that are in the core and periphery of the RAO's networks, any clusters of organisations, and any clusters of policy issues. A plan will then be developed for how the same information can be presented and discussed in a special purpose workshop with RAOs in late January 2006. The focus on this meeting should be: (a) verification / clarification of the information collected, (b) use of the information for advocacy planning, by individual and sub-groups of RAOs.
24. A separate survey is also under consideration to identify RAO-CBO linkages. While it would not be practicable to seek to survey all CBOs in Ghana, it would be feasible to survey CBOs being funded by sister funding mechanisms with similar policy influencing concerns. E.g RAVI, and BUSAC. Such surveys could be carried out by the funding agencies concerned, but with technical advice from G-RAP on survey methods they have already tested out and found useful.

Changes within individual RAOs

25. G-RAP is in the fortunate position of only funding 17 different organisations, in contrast to some grant making bodies that fund hundreds. This means it would be feasible for G-RAP to have one-to-one meetings with each RAO at least once a year. Such meetings could supplement, and help extract maximum value from, the RAO's progress reports. The first such meeting, say in January 2006, could provide detailed baseline data, whereas subsequent January meetings could provide detailed monitoring data. Quite a few of the Purpose level indicators refer to RAO documents as their sources (financial reports, personnel records, staff appraisal records, publications, workplans, narrative reports, and websites). If the one-to-one meetings were held in the RAO's own offices, then these documents could be referred to on the spot with minimal inconvenience and delay. Such a meeting should help provide baseline data on the following Purpose level changes:
 - P1: RAOs that have been given access to G-RAP capacity building grants are able to gain better access to funding
 - P2: RAOs are more able to attract, retain, motivate and develop capable staff

- P3: RAOs generate high quality evidence-based research based on robust primary sources [in part only]
- P4: RAOs package evidence based research and use it in targeted advocacy activities
- P8: The credibility and legitimacy of RAOs is improved, in the eyes of GoG and Ghana public
- P9: RAO autonomy is not undermined through participation in G-RAP

26. They could also provide supporting information, in addition to that from the baseline survey, on Purposes 5 to 7: relationships with other organisations.

Activities proposed for January 2006

27. Prior to January 2006

- All RAOs will be interviewed, using the proposed interview instrument in Annex 3. I will provide continuous feedback on the results of the interviews, to the interviewer and the PMT.
- HD should ask G-RAP donors to complete the online survey, about their relationships with government and their policy priorities

28. In late January 2006 a workshop should be held with RAOs specifically for the purpose of feeding back survey results and engaging RAOs in the analysis of the survey data.

29. Following this event a meeting should be held with RAVI, BUSAC and other relevant NGO funding bodies to explore the possibility of surveying their grantee's linkages with each other and with RAOs, donors and government. Results from the baseline survey of RAOs and Donors could be shared with these other funding bodies during the same meeting.

4. Communications

Communications Planning

Task 3: Advise PMT staff on the representation of their communications strategy, using modular matrices as the main planning tool

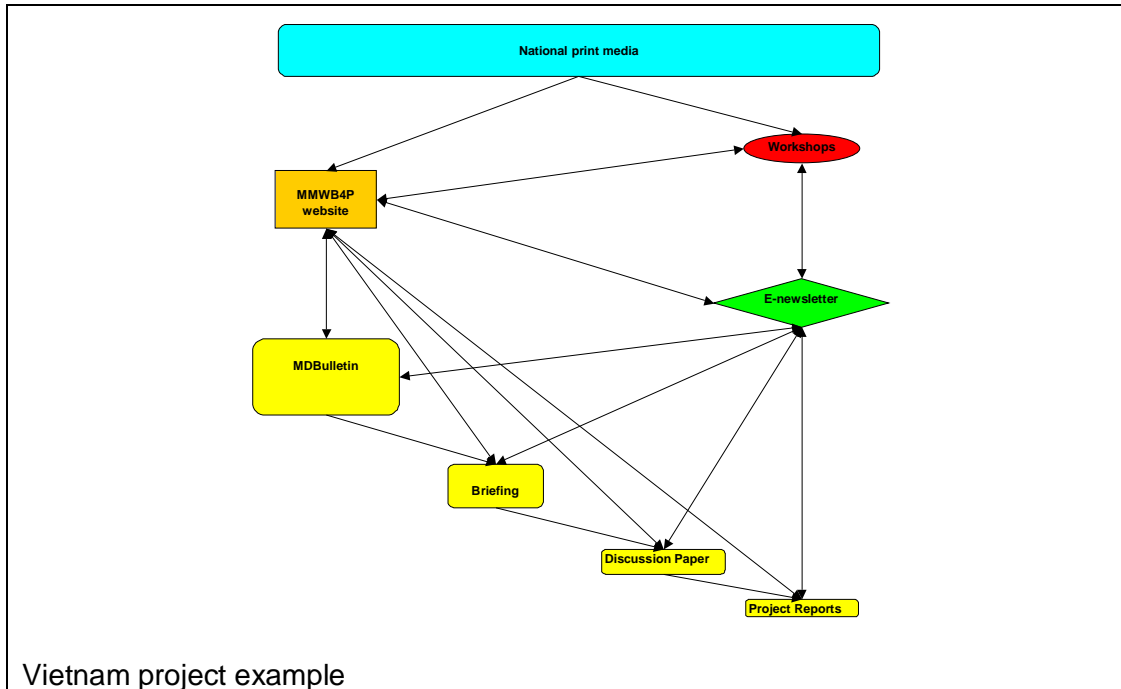
30. In June the PMT developed two matrices, as a way of representing G-RAPs communications strategy. These were a:

- Communications products x Communications products matrix, which showed which documents would feed into or inform which other products
- A Communications products x Audiences matrix, which showed which products would be addressing which audiences

31. These were draft documents, which simply indicated where a linkage was expected. During this visit we developed the communications products x audiences matrix in more detail, by reviewing each of expected linkages and prioritising those linkages. The resulting matrix is shown in Annex 2. Cell values, which range from 1 to 3 show the relative priority for each linkage, with 3 being

the highest priority. In the process a number of low priority linkages were removed.

32. One of the results of this exercise was a clear indication of what products and audiences were of high priority overall. Given their number of linkages, the following products were of highest priority:
 - The bulletin, connecting to all 23 audience groups, but with more higher priority linkages than the website
 - The website, connecting to all 23 audience groups
 - G-RAP Mid-term Review, linking to 12 audiences
 - Calls for Expressions of Interest, linking to 18 audiences, but with lower priority linkages
33. G-RAP donors are being targeted with a wider range of communications products than the funded RAOs (18 versus 7). This may be partly an artefact of how the products have been listed. G-RAP has already run a number of workshops, but these are all counted under one category: Event Papers. The list is currently biased towards printed products, and not events (meetings and workshops), even though face to face contact may well be a more important means of influence. The list may need to be revised to give more prominence to the various types of meetings and events that G-RAP is planning.
34. The two matrices are *planning* documents. I have already recommended that a start be made on *monitoring* communications activities in way that progress could be compared to plans. That is by constructing a spreadsheet showing participants x events & products. Participation information is already available from the workshops held last week, and from previous G-RAP workshops. Of special concern, when collating and analysing this information, will be who is consistently absent and who is frequently present, and how does this pattern relate to the communications plan, about what groups should be prioritised by what communications products.
35. In the medium to longer term G-RAP may want to think about how it wants to progressively engage with different audiences. It may be useful to develop a model of how this might ideally happen. The diagram below is taken from a research-funding project in Vietnam. Newspaper articles will be a means of reaching people interested in the project's research. Those newspaper articles will attract some readers to the project website, and some to workshop events. At the website visitors will have the option of joining the project email list. At the workshop they will be asked to include their name and email list on a circulating attendance list sheet. Having found a way of contacting these interested people the project will then publicise further events and publications that may be of interest to them. Some will be brief summaries, and others will be more detailed accounts. It is hope to attract at least some people towards the more detailed reports, over time.
36. This process involves two tasks. One is a technical task, of converting unknown interested people into known interested people, via the use of email groups and attendance lists at events. The other involves more strategic thinking about who the project wants to attract to what documents and events, and the pathways that could be used to do this.



The G-RAP website

Task 4: Advise PMT on the design, monitoring and evaluation of the G-RAP website, and the development of associated mailing lists.

37. Working with Elvis Otoo, we reviewed the attributes of the www.mande.co.uk website and G-RAP's peer websites, such as RAVI. A number of methods of engaging and tracking the interests of website visitors were identified and discussed. These included:

- Having a prominent date stamp on the top of the home page, which suggests the website is frequently updated and therefore worth coming back to. Being this visible, the date stamp also encourages the website owners to be diligent about frequently updating the website
- Having "latest news" items at the bottom of the centre of the home page, along with a lead sentence from the news item, and a date stamp for each news item
- Having a search field at the top of the web page, to enable visitors to find what they want, in case they can't understand the structure of the website. G-RAO can receive periodic reports on the key words people are typing into the search field, and thus learn what people are looking for.
- Having links to funded RAO websites, with associated one sentence descriptions about the RAOs (provided the RAOs themselves). The same RAOs should then be asked to provide links back to the G-RAP website
- Providing visitors the opportunity to add links to the website, to other websites they think are relevant, along with a short text description of those websites
- Provide visitors with a link to a "G-RAP mailing list" that can be used to:
 - Notify them whenever there is new content on the website (a minimal function)
 - Communicate to each other about the issues discussed on the website (an optimal function)

- Provide an Open Forum where visitors can post relevant job and consultancy vacancies. These can be very attractive and draw many visitors to the website
 - Collecting and analysing website statistics. Third party services like Extreme Tracking can provide information on what websites bring traffic to the g-RAP website, what key words people search for in Google etc, to find the G-RAP website, what pages on the website are drawing the most visitors, and where visitors are coming from
 - Name of staff working for G-RAP and means of contacting them.
 - Periodically using Google to search for references to G-RAP on other websites. I found eight. Once identified, each of these websites could be asked to include a link to the G-RAP website.
38. The next step that could be taken is for Elvis Otoo to develop and start to implement a workplan, relating to the development of the website. This is especially important given the website's priority within the communications products x audiences matrix.
39. Late note: The “standard site versus text only” version option on the first page of the website creates an unnecessary hurdle that people have to jump to get to the website. It should be removed. Instead, there can be a “text only” option somewhere on the home page.

Activities proposed for January 2006

40. Prior to January 2006 BA should keep records of all participants in G-RAP organised events, and of all recipients of G-RAP communications products (but not of individual emails or phone calls). The intention is that this should help G-RAP track whether their communications activities are aligned with their communications plan, as expressed in the communications products x audiences matrix. During the January 2006 visit I will review progress with the use of this monitoring tool.
41. Prior to January 2006 EO should develop and implement a workplan for the development of the G-RAP website. During the January 2006 visit I will review progress against the workplan.

4. Other tasks deferred to January 2006

Capacity building performance

Task 5: Advise PMT staff on the analysis of the performance of the Organisational Self-Assessment Tool.

42. In the September visit I had only a brief discussion with Peter about his work. Given the importance of organisational capacity building within the G-RAP strategy it is clear that a significant investment should be made into the monitoring and evaluation of these efforts. Ideally a plan to assess the performance of capacity building work should be developed as part of the planning of capacity building interventions. Given Peter's expertise in the capacity building area I am assuming he has or will be thinking about these issues, and

that my role here should be a secondary one. Nevertheless, I would suggest that it may be useful to review the nature and progress of those plans with Peter, and possibly Hans, during my January visit.

43. The functioning of the OSAT deserves particular attention. Its development and use has involved a considerable investment of time, and it appears to be quite influential in terms of the type of funding and other support G-RAP is willing to provide to applying RAOs. I understand that there are already plans for its revision, pending its possible use in screening the next round of applicants for funding in early 2006². If so, I would recommend particular attention be paid to identifying those questions that are good at discriminating between fundable and non-fundable RAOs, and RAOs that do and do not need capacity building support. These are the types of questions that should be retaining in the revised instrument. I could review progress with the revision of the tool, via discussions with Peter in my January visit.
44. Given its significance, it may be useful to make the contents of the OSAT publicly available on the G-Rap website. Comments on its design could be invited both from visitors to the website and more specifically, by email, from RAOs who have used it.

Process mapping

Task 6: Provide technical advice to PMT staff on business process mapping, especially in relationship to grant making.

45. If the next call for funding is to go out in March 2006, then it is important that the grant making process be reviewed and revised by then, or shortly thereafter, at the latest.
46. My assistance here could be limited to providing advice on ways of representing the proposed grant making process, with a view to ensuring that the expected linkages between the steps in the process are clear (both feedforward and feedback linkages). This can be done by using one of two types of document x document matrix.
47. It may be useful to start off with a representation of the process as used in 2004, and then make some deliberate changes to the design to represent how it is expected to work in 2006.

Review processes

Task 8: Establish a clearly identifiable function for Annual Reviews, and Mid-term reviews and any special purpose reviews.

48. G-RAP now proposes to have an Annual Review in February (commissioned by the Advisory Board), and a Mid-Term Review in November (commissioned by the Funders' Committee). It is hoped that "M&E workshops" proposed for January will

² I have noted that the 2006 call may only go to those who are already recipients of TA and ICB grants

feed into the Annual Review. If this is the case then the ToRs for the Annual Review will need to be established by early January, or even earlier, so they can inform the design of the events proposed during my late January visit. It would be good if a draft copy could be sent to me, to comment on, before they are finalised.

49. The expected linkages from the February Annual Review into the Mid-Term Review should be discussed during my January visit. At the least, the Annual Review experience should inform the design of the ToRs for the Mid-Term Review. As with other "business processes" within G-RAP we will need to be asking what should inform these review processes, and in turn what other processes should they be informing.

Design and use of reporting formats

Task 7: Provide constructive comment on the design and use of narrative and financial reporting formats to be used by PMT and by RAOs

50. The main problem is likely to be compliance. Delays are already being experienced with the delivery of financial reports, due at the end of September. It may be useful to send out a reminder letter to participating RAOs, highlighting the fact that G-RAP intends to make both financial and narrative reports the focus of one-to-one meetings and workshops. It may also be useful to think of sanctions as well, especially in the case of TA and ICB grants who have not yet got access to core funding. The inability to report on time should count against an organisation being eligible for core funding. Or for renewed access to core funding, the next time access to core funding is advertised.
 51. I have requested that copies be sent to me of both narrative and financial reports submitted by RAOs. I can then provide comments back to the PMT who may then want to use these in feedback to the RAOs, by phone, mail or in one-to-one meetings (as proposed above).
 52. A secondary challenge will be to extract maximum value from these reports. Two means have been proposed. One is to hold annual one-to-one meetings with each RAO, to discuss the contents of their financial and narrative reports and how they relate to G-RAP's Purpose and Goal. The other is to have workshops specifically focused on the analysis of MSC's as reported in narrative reports, or as otherwise recalled, where those reports are inadequate. Both could be initiated in January 2006.
-

ANNEX 1: Terms Of Reference

TERMS OF REFERENCE FOR BUILDING M&E CAPACITY WITHIN THE GHANA RESEARCH AND ADVOCACY PROGRAMME

INTRODUCTION

The Ghana Research and Advocacy Programme (G-RAP) is a pooled funding mechanism for supporting the institutional development of Research and Advocacy Organisations (RAOs) in Ghana. Ghana has a network of RAOs built up over the past decade, with a track record of carrying out evidence-based research in support of development policy and holding government to account for its policy choices and its use of public resources. However, the development of RAOs to date has been hampered by the short-term, projectised nature of their funding base. The intention of G-RAP is to offer multi-annual core funding to a group of the most established RAOs, selected on a competitive and needs-assessment basis, together with once-off grants and technical assistance to emerging RAOs.

DFID, DANIDA, the Royal Netherlands Embassy and CIDA have made commitments in principle to G-RAP totalling US\$ 7 million over five years. Additional donors (i.e. EU and WB) have expressed interest to join the facility in the future. The participating donors have developed G-RAP as a follow-up to their move towards a Multi-Donor Budgetary Support (MDBS) approach. MDBS entails greater reliance on government systems for policy making and resource allocation. To ensure that these systems deliver pro-poor policy, the participating donors recognise the need to strengthen and broaden the range of inputs into the policy process, in particular from civil society, based upon robust data and analysis.

G-RAP is managed by a Project Management Team (PMT) comprising of a full-time Team Leader and Programme Administrator, and a part-time Institutional Development Specialist and Financial Management Systems Specialist. The PMT is contracted by the LTS led consortium in partnership with Ernst & Young Ghana. The PMT is the secretariat to the Advisory Board and the Funders Committee, the two organs of oversight and decision making for G-RAP. G-RAP commenced on 31st August 2004 and the current phase ends after five years.

The call for the 1st Round of applications to G-RAP was issued in October 2004 and following PMT assessments and decision-making by the Funders Committee, the first grants are to be issued by April 2005.

An important need for G-RAP is the design and implementation of a M&E Framework that enables the assessment of progress and eventual impact against the G-RAP goal, purpose and outputs.

OBJECTIVES

The overall objective is to help the PMT to develop and implement an M&E Framework for the G-RAP programme. The information that is generated will be used to inform improvements in the operations of the programme and to provide accountability to the project's donors and other stakeholders. The framework will look at the performance both of the individual grantees and G-RAP project management.

The implemented M&E Framework shall:

- Ensure that the project is evaluable, through the development of a coherent and practical Logical Framework.
- Use appropriate methods of monitoring and evaluating achievements in the following areas
 - Policy influence by RAOs (Goal level changes)
 - Communications activities by RAOs (Purpose level)
 - Development of institutional linkages between RAOs and other actors (Purpose level)
 - Building of RAOs organisational capacities (Output level)
 - PMT management practices e.g. grant making (Activity level)
- Establish a set of baseline data on the current status of indicators in each of these areas (as per Logical Framework) at the beginning of the project.
- Ensure there are adequate forms of narrative and financial reporting on the work of the grantees that enable PMT to monitor progress against the G-RAP project objectives.
- Make provisions for periodic evaluations of the work of selected RAOs and of PMT management, including Annual Reviews, Mid-term Reviews and special purpose or thematic reviews as needed.
- Ensure that a communications strategy is in place that effectively communicates lessons learned from all M&E activities back to grantees, to project donors, and all other stakeholders as prioritised within that strategy

TASKS

In order to achieve the above-mentioned objective, the consultant shall:

1. Provide training to PMT staff, Funders Committee, Advisory Committee, RAOs, and others, on the use of Most Significant Changes monitoring.
2. Develop a methodology for the baseline survey, then advise and supervise a contracted research assistant to implement that survey.
3. Advise PMT staff on the analysis of the performance of the Organisational Self-Assessment Tool.
4. Provide technical advise to PMT staff on business process mapping, especially in relationship to grant making.
5. Provide constructive comment on the design and use of narrative and financial reporting formats to be used by PMT and by RAOs
6. Advise PMT staff on the representation of their communications strategy, using modular matrices as the main planning tool
7. Advise PMT on the design, monitoring and evaluation of the G-RAP website, and the development of associated mailing lists.
8. Establish a clearly identifiable function for Annual Reviews, and Mid-term reviews and any special purpose reviews.

OUTPUTS

The Consultant shall produce a Visit Report within two weeks of any scheduled visit to the PMT in Accra.

The consultant shall produce a brief quarterly progress report at the end of each calendar quarter, summarising all progress made, as assisted at a distance via email and telephone contact with PMT and other stakeholders in the previous quarter contact.

The April 2005 report will be revisited and revised in April 2006, to constitute an updated version of the G-RAP M&E Framework.

TIME FRAME & INPUTS

The Consultant shall provide:

- 2 days inputs per month, provided at distance, via email and phone.
- 2 visits to Accra per calendar year, involving 6 days input per visit (one being for report writing).

The Team Leader shall be responsible for ensuring that all documentation is available, plus logistics support for Accra-based work.

REPORTING

The Consultant shall report to the in-country G-RAP Team Leader in the first instance. All draft reports should be submitted to the Team Leader and to the LTS Project Director. Contractual issues pertaining to this contract should be addressed to the LTS Project Director.

All reports shall be submitted electronically in Microsoft Office compatible software.

ANNEX 2: Communications products x Audiences

version 50914 PRODUCT → TARGET		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	Total Product
		MDBS Donors	G-rap Donors (FC)	G-rap Prospecting Donors	Sister Funds (RAVI, BUSAC, ...)	G-rap Advisory Board	Parliament Support Group	Selected Parliamentarians	Relevant Ministries	NDPC	Prospecting RAO	RAO Core Grantees	RAO Project Grantees	RAO ICB Grantees	University relevant Instit. & Depts.	G-rap-relevant I-NGOs	G-rap-relevant NGOs & Networks	Selected Ghana Media	LTS International	Ernst & Young	IBIS & SNV	Mande M&E	Strategic ICB Partners	External Consultants	
1	Website	2	3	3	2	1	1	1	1	1	1	1	1	1	2	2	1	1	1	1	1	1	2	2	33
2	Bulletins	2	3	3	2	3	2	2	1	2	2	3	3	1	3	2	1	2	1	2	2	1	1	1	47
3	Brochure	1		1	1		1	1	1	1	1			3	1	2	1					1	1	1	17
4	Programme Memorandum		1			1													1	1	1	1			6
5	G-rap Logical Framework	1	1	1		1													1	1	1	1	1	1	10
6	Programme Memo Brief	1	2	2	1	1	1	1		1				1	1	1	1	1	1	1	1		1	1	19
7	G-rap Annual Reports	1	1	1	1	2													1	1	1	1	1	1	12
8	G-rap Q. Progress Reports		1			1													1			1			4
9	External Audits		1			1													1	1					4
10	G-rap Financial Reports		1																1	1		1			4
11	G-rap Mid-Term Review Rpt	1	3	2	1	3			1										3	1	1	3	1	1	21
12	M&E Reports		1			1													1						3
13	G-rap Yearly ICB Reports		2			2								2					1		1	1	1	1	11
14	Learning Information		1								1	1	1												4
15	Consultancy Reports		1																1			1			3
16	RAO Convention Report	1	2	1	1	2		1			1	1	1					1	1	1	1	1		1	16
17	Event Papers		1								1	1	1					2							6
18	Media coverage & Publ.		1	1															1						2
19	Call for Expr. of Interest		2	1	1	1	1			1		1	1	1	1	1	1	3	1		1	1	1	1	19
Total Target		10	28	16	10	20	6	6	3	5	6	7	8	10	8	8	7	9	18	10	11	15	10	10	241

DRAFT SURVEY SHEET FOR BASELINE SURVEY OF RESEARCH AND ADVOCACY ORGANISATIONS
Questions

Respondent	Government of Ghana ministries, departments and agencies (MDAs & CMAs)	Did they work these organisations in 2004?	Are they working with these organisations in 2005?	Who will they be working with the most in 2005	What policy issues will this relationship focus on in 2005
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					

DRAFT SURVEY SHEET FOR BASELINE SURVEY OF RESEARCH AND ADVOCACY ORGANISATIONS
Questions

Respondent	Community Based Organisations (CBOs)	Did they work these organisations in 2004?	Are they working with these organisations in 2005?	Who will they be working with the most in 2005	What policy issues will this relationship focus on in 2005
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					

Questions

Respondent	Donors (from in and outside Ghana)	Did they work these organisations in 2004?	Are they working with these organisations in 2005?	Who will they be working with the most in 2005	What policy issues will this relationship focus on in 2005
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					
ABANTU_for_De					

DRAFT SURVEY SHEET FOR BASELINE SURVEY OF RESEARCH AND ADVOCACY ORGANISATIONS

Which of these policy issues (from within the GPRS2) will have the highest priority for you in 2005?

Allocate 100 points across three big categories of issues. More points = higher priority
Then focus within each big category. Allocate 100 points across to top five issues of most

PRIORITIES FOR PRIVATE SECTOR COMPETITIVENESS	
Improve Ghana's access to global and regional markets	
Enhance efficiency and accessibility to national markets	
Enhancing government capacity for private sector policy formulation, implementation, monitoring and evaluation.	
Road, rail and water transport	
Irrigation infrastructure development	
Energy supply to support industries and households	
Science and technology to support productivity and development	
Environmental protection and natural resource management	
Employment generation and improvement and expansion of safety nets	
Modernizing agriculture including fisheries	
Developing information and communication technology	
Developing the export sector for revenue and employment generation	
The garment industry under the PSI/AGOA	
THE HUMAN RESOURCE DEVELOPMENT	
Educational policy for accelerated growth	
Skills development for accelerated growth	
Sports development	
Access to health care	
Malaria control	
HIV/AIDS prevention	
Population management	
Safe water and sanitation	
Housing development	
Slum upgrading	
Integrated child development	
HIV/AIDS and vulnerability and exclusion	
Capacity development in social work and volunteerism	
GOOD GOVERNANCE AND CIVIC RESPONSIBILITY	
Strengthening parliament	
Enhancing decentralisation	
Protecting rights under the rule of law	
Ensuring public safety and security	
Managing public policy	
Empowering women	
Enhancing development communication	
Fiscal policy management	
Monetary policy management	
International trade management	

OTHER ISSUES OF CONCERN THAT ARE NOT LISTED HERE?

