

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

23rd to 27th January 2006 Visit Report

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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. A summary note on their scheduling has been included
 - Provide training to PMT staff, Funders Committee, Advisory Committee, RAOs, and others, on the use of Most Significant Changes monitoring.
 - Provided in January
 - Develop a methodology for the baseline survey, then advise and supervise a contracted research assistant to implement that survey.
 - Provided in January
 - Advise PMT staff on the analysis of the performance of the Organisational Self-Assessment Tool.
 - Brief input provided in January
 - Provide technical advice to PMT staff on business process mapping, especially in relationship to grant making.
 - Not provided during the visit, but see this report for plans for July
 - Provide constructive comment on the design and use of narrative and financial reporting formats to be used by PMT and by RAOs
 - Provided in January

- Advise PMT staff on the representation of their communications strategy, using modular matrices as the main planning tool
 - Small input provided in January
- Advise PMT on the design, monitoring and evaluation of the G-RAP website, and the development of associated mailing lists.
 - Provided in January
- Establish a clearly identifiable function for Annual Reviews, and Mid-term reviews and any special purpose reviews.
 - To be provided in July visit for MTR, with some distance support before then; for AR a small input was provided in January

2. Training

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

2. One event was organised, titled “*Reporting and Analysing Change*”. This was a four-hour workshop held on 26th January, at CDD, and attended by 14 people who represented 8 RAOs. The workshop has two parts:
 - Narrative reporting of change
 - Most Significant Change analysis
3. The section on narrative reporting provided RAOs with feedback on the quality of the most recent (June to Dec 2005) six monthly reports that had been received by G-rap. This included
 - The need to use the current reporting format which was annexed to the contract, not the early draft format. Problems here seem to reflect problems of internal communication within the RAOs concerned
 - The need to provide information in all the requested sections, regardless of how little or how much progress had been made in the relevant areas.
 - Other more general advice on report writing included
 - Report on changes, not matters already described in previous reports
 - Give adequate details. Statements like “made progress in their participation in policy making” provides no useful information.
 - Provide interpretations as well as descriptions, that provide some form of assessment of the value of what has happened
 - Lists of events or outcomes should be in a visible order of some kind (priority, relative success, sequence of events), not apparently random.
 - Lists of publications should include some aggregated information on who the users were.
4. Recommendation: The RAO reports that have indicated that they can be put on the website, should be put up on the website. Along with introductory text explaining that it is a G-rap policy to make progress reports public, wherever possible.
5. The second section of the workshop consisted of an analysis of the most significant changes reported by the RAO progress reports. This was done by using the documentation, discussion and selection process built into the Most

Significant Changes method¹ Only three of the 14 participants had attended the September G-rap workshop on MSC, and none of the others seemed to be aware of the fact that other colleagues from their own organisation had attended that workshop. All this signalled that internal communications about the G-rap workshops was very limited, and this needs to be recognised and responded to by G-rap, when planning future such workshops.

6. Recommendation: Two possible responses were identified, that now need to be pursued:
 - There needs to be a nominated Contact Person for G-rap in each RAO, who is not simple a figurehead, but someone who will have the time and interest in ensuring that the appropriate people in their organisation receive relevant communications from G-rap, and that these people communicate to each other, to ensure that the experience of one event informs their participation in the next.
 - As well as sending future invitations to the Contact person, the same invitation should be cc'ed to participants in the previous event, requesting they brief the likely participant, on what happened in the previous event;
7. The process used for the MSC analysis is described in the PowerPoint presentation, available in Annex 2. Participants were asked the question "In your opinion what was the most significant change that took place in Government of Ghana's policies, in the last six months?" Ten separate answers were generated. According to the participants, all of these events had been mentioned in their progress reports, but only briefly. These were then subject to an initial review that looked at the adequacy of the information and analysis. Then they were subject to a selection process, involving two separate groups of participants, which examined 5 MSC stories each. These groups read the stories, considered appropriate selection criteria, then proceeded to identify the merits of each story. Then they fed back to the plenary a description of the selected MSC, reasons why it was selected, and how they organised the selection process.
8. The two most significant changes that were reported are described in full in Annex 3. They were:
 - The meeting between an NGO group and a Parliamentary Committee to discuss the gaps in the GPRS2 document.
 - The introduction of capitation grants to all primary schools, by the GoG, for the first time in Ghana, which has significantly reduced the costs of education to many households in Ghana, including the poor.
9. It was agreed that both stories would be placed on the G-RAP website, along with the name of the organisation and individual who had reported the event, the reasons why it had been selected and how it had been selected. The headline descriptions of all the other seven MSC stories would also be listed, along with the names of the organisations that provided them. Before being placed in the web, the providers of the MSC stories would be given the opportunity to re-write the stories in the light of questions and comments raised during the small group selection process.
10. Late note; As has been noted by the PMT, there is a larger story behind the MSC story on the GPRS2 document (above). When the MSC story is put on the G-RAP website, the PMT could then include, as an addendum, the wider story,

¹ See www.mande.co.uk/docs/MSCGuide.htm

behind it, as they know it. But these stories should not be mixed into one single story, because they have different authors.

11. **Recommendation:** Diligent follow-up will be needed by G-rap to ensure that copies of all the MSC stories are received, as soon as possible. Participants have also requested copies of the PowerPoint presentation, and web links to the MSC Guide and the Output Outcome Downstream Impact Blues file.

3. Baseline survey

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

The baseline survey process

12. A baseline survey of RAOs was initiated in December. Its purpose was to collect data relating to the Goal and Purpose levels of the G-rap Logical Framework. 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
13. At the Purpose level, the focus was on the purposes relating to RAO relationships with donors (P.1), other RAOs (P.5), CBOs (P.6) and GoG (P.7)
14. By mid-January survey forms had been completed by 8 of the 17 RAOs funded by G-rap. These included the survey form design by RD (seven responses) and the GPRS Participation survey form designed by EO (six responses). Interviews were carried out by two enumerators, but with considerable difficulty, to do with the people's unavailability and reluctance to participate.
15. The main survey form has now been simplified and redesigned, and this will be used for the remainder of the interviews still due. Information from Financial Reports and Progress Reports will be used to cross-check and fill in gaps. The revised baseline survey form is available in Annex 4.
16. The two enumerators have not displayed as much capacity as expected. They have not questioned what might have been seen as obvious weaknesses in the original survey form. They have handed in survey forms in their raw form, not in digital form as requested. They have provided no explanation (until requested) on the absence of data in some forms, and the cryptic notes on others. They have dutifully noted down acronyms, without bothering to find out what they stood for. And one has not been available at any stage in the week of 23-27th January, despite a request to be so, given well in advance. A briefing was given to one enumerator on the new design but repeated attempts had to be made to ensure that he read and understood the first page of the survey form.

Goal level baseline measures

17. An attempt was made to carry out an online survey of G-rap donors engagement with the GPRS2, using www.surveymonkey.com, to parallel and supplement the face-to-face survey of RAOs. This was not successful, primarily because the World Bank respondent objected to the design of the survey and notified other G-rap donors of his objections which influenced negatively their willingness to respond. Nevertheless, one response was received from DFID.
18. In the process of explaining their objections, the WB respondent provided G-rap with the results of their late-2005 survey of what donors were providing what support to the GoG in respect to the different GPRS “policy objectives”. This included the responses of the four G-rap donors. This document was then used to create a Donors x Policy Objectives matrix, showing what policy objectives were being supported with funding by what donors. When summary columns and rows are included this does provide a crude measure of the relative importance of different policy objectives to the donor community, something the WB was reluctant to provide, or acknowledge could be provided. The results are shown in Annex 5. Both the donor’s rows and policy objectives columns have been sorted, in order of number of policy objectives addressed, and number of supporting donors, respectively.
19. **Recommendation:** The Donors x Policy Objectives matrix should be made publicly available on the G-rap website, along with the original raw data provided by the WB (which is a public document). Its availability should be publicised in the next G-rap newsletter. A digital copy of the Excel spreadsheet is available.
20. Parallel to the online survey of donors, EO developed a survey form for RAOs, to accompany the baseline survey of RAO relationships. This lists 68 policy topics, extracted from the GPRS2 document. RAO respondents were asked to identify which of these their organisation will be engaging with in 2006. Data have been collected on seven RAOs to date.
21. Of special note at this stage is the extent to which the RAOs have reported one or more forms of engagement with the GPRS2. All have been engaged and all in more than one way.

RAO participation in GPRS process	Number
Attended workshop/seminar to discuss GPRS II	6
Comments on the draft GPRS II document	5
Mobilized CSO groups to raise an issue on the GPRS II	5
Submitted a policy brief as input to GPRS II	4
Facilitated meetings of CSO/RAOs to input into GPRS II	3
Provided training to members of civil society to enable them input into GPRS II	3
Collected primary data as evidence to influence the outcome of GPRS II	2
Other (please specify)	1

22. The weaknesses of the GPRS2 document have had consequences for the design of the baseline survey. The nearest thing to a policy objective in the GPRS2 is a section of text under a separate heading. There are not yet any indicators for any policy objectives, as described. This is one contributing cause of the fact that lists of policy objectives as abstracted from the document by the WB, and by EO at G-rap, only partly correspond. Another is the WB list seems to be selective, reflecting some of their interests and priorities in the process. These differences will make it difficult to compare the GPRS2 policy concerns of RAOs and G-RAP donors.

23. Late Note: The comments above have wider implications, for the role of RAOs in respect to GPRS2. As already visible in the MSC story above, RAOs need to be involved in constructively reviewing the GPRS2. Not only in terms of the contents of the policies it refers to it, but also improving it as a policy document, making sure there are clear and prioritised objectives.

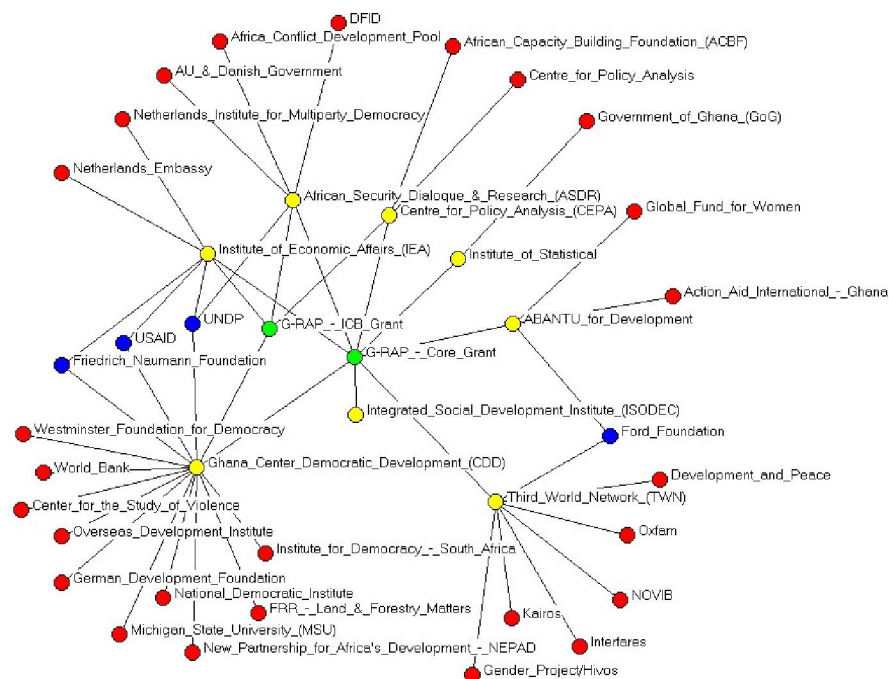
Purpose level baseline measures

RAO-Donor relationships

24. Baseline information on RAO funding sources needs to include numbers of donors and amounts received from them (See P.1 indicators). This information can be updated regularly by reference to the contents of RAO Quarterly Financial Reports. There are two limitations in the data, which will need to be addressed. One is that it seems to cover the 9 Core Funded RAOs only. The other is that the information provided by two of these RAOs is incomplete, not listing any other donors than G-rap (ISODEC and WANEP).

- **Recommendation:** Mike should (a) make contact with ISODEC and WANEP to obtain this missing information in respect to 2005 (annual reports are forthcoming) and (b) extract funding source (and amount) data available from the applications and or contracts of the non-Core Funded RAOs, and present them in a second spreadsheet, which can then help complete the G-rap baseline for P.1

25. The collated information that is now available provides G-rap with a view of one of the ways in which core funded RAOs are inter-connected – by their common donors. This has been shown graphically below. [Key: Yellow = RAOs, Green = G-rap, Red = their other unique donors, Blue = other shared donors].



24. **Recommendation:** The signing of any further contracts with RAOs (Core Funded and others as well) should be conditional upon full disclosure of current funding

sources and amounts². Further funding of ISODEC and WANEP should be conditional upon disclosure of this information for the year starting when their first contract was signed with G-rap.

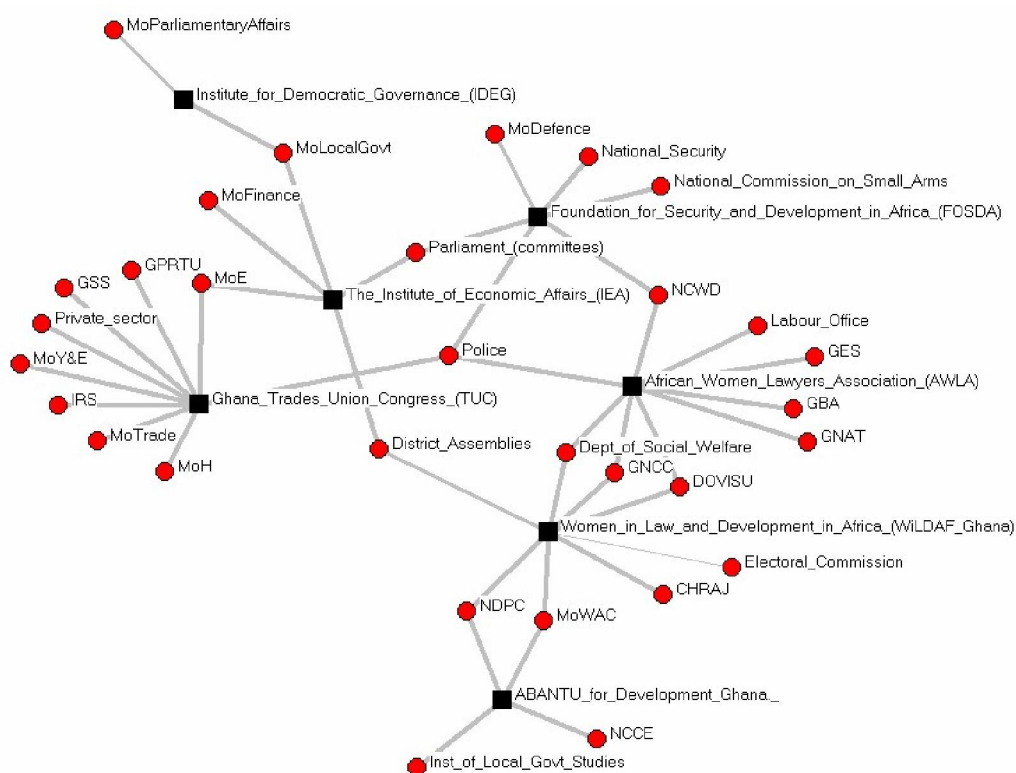
25. The spreadsheet compiled by MS on funding sources of the 9 core funded RAOs shows some interesting variations. With one RAO (IEA) the G-rap contribution = 9% of their annual budget, whereas with another (ISSER) it represents 37% of their annual budget. If the provision of core funding (rather than project funding) has an impact, it should be more noticeable on RAOs like ISSER than IEA. These expected contrasts should be attended to in any comprehensive review of G-rap. A second important factor, in addition to the scale of the G-RAP contribution, is how the money is used. E.g. for organisation wide salary top-ups, versus funding of activities that cannot be funded from other sources.

RAO-GoG relationships

26. The baseline survey is providing information on RAO relationships with GoG, CBOs and other organisations, as well as donors (in their non-funding roles). The RAO-GoG links that have been reported by six RAO so far are shown below.

27. As noted above, the MSC analysis in the Thursday 26th February RAO workshop selected one story which focused on NGO – GoG relationships in the last year. When the revised version of that story becomes available, its contents need to be examined to see if it reinforces the picture shown below (after it has been updated with information from the other RAOs not yet surveyed), or requires some editing to included new linkages. In the diagram below FOSDA and IEA are shown as working with Parliamentary committees in 2005.

² Possibly through Audit Reports



Please note: This is an incomplete picture, with data still to be provided by 10 other RAOs.

RAO relationships with RAOs and CBOs

28. Information on these relationships is being collected by the RAO baseline survey, but is not yet complete enough to warrant reporting here.

29. On 25th January the sister funding agencies (BUSAC, RAVI and IBIS) who are working on related programs had a meeting about how information and experience could be shared between them. One area, already noted by HD, is information on what organisations they are each funding in what domain of activity. The simplest way of doing so, is to list these on each funding agencies website. G-rap is already doing so. The RAVI website has a link to their list, but it is not working. BUSAC does not appear to.

- Recommendation. G-rap should encourage others to make progress in this area

30. More in-depth information about RAO-CBO linkages could be obtained by a survey of RAVI and IBIS grantees. But this should not be undertaken until after the current baseline survey of RAOs is completed, documented, and lessons learned.

Feedback of baseline survey results

31. A three-hour workshop was held with RAOs on 24th January, to feed back results of the baseline survey. This was planned on the assumption that all results would be available by then, which was not the case. However, the workshop was

held to feed back what was available, and to explain and encourage assistance with the baseline survey.

32. The contents of the PowerPoint presentation are given in Annex 6. A copy of this presentation has been sent to the participants, for their information, and for corrections that they can identify as needed.

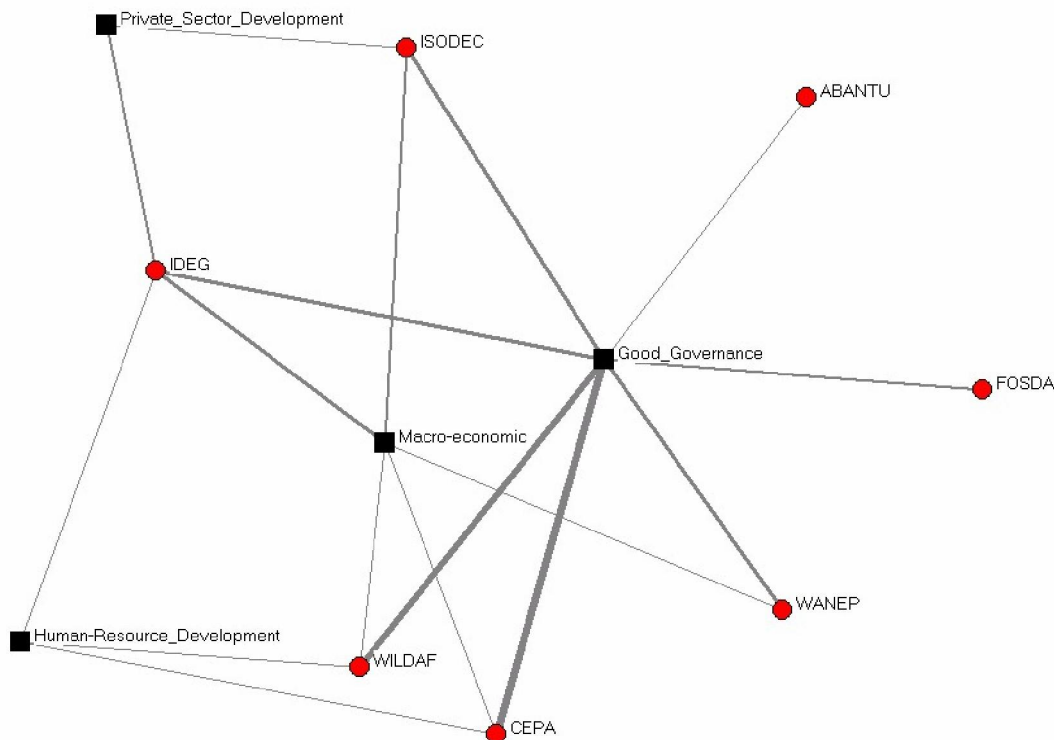
33. During the 24th January workshop RAO participants were asked to identify what GPRS2 policy objectives they would be addressing in 2006 and which donor working on those policies they were most likely to engage with. This was an opportunistic survey, and one that provides only a partial picture at this stage. Nine responses were received from seven RAOs. They have been collated into an Excel file, a copy of which is shown below. Some noticeable trends so far:

- None of the responding RAOs is engaging with policies relating to the Private sector
- Five of the nine Human Resources Development policy objectives are being addressed by the RAOs
- All seven of the Governance policy objectives are being addressed by the RAOs
- 23 donors will be engaged, four on at least six issues (WB, DFID, Danida, UNDP and CIDA). Three of these are G-rap donors and the fourth (WB) is currently preparing to join G-rap.

	A1_Enhance_the_competitiven	A2_Modernization_of_Agricultu	A3_Tourism_Development	A4_Sustainable_natural_resour	A5_Infrastructure_support_serv	B1_Education	B2_Skills_and_manpower_dev	B3_Health	B4_Malaria_control	B5_Vulnerability_and_Exclusio	B6_HIV/AIDS	B7_Population_management	B8_Water_and_environmental	B9_Urban_development_hous	C1_Strengthening_practice_of	C2_Enhancing_decentralizator	C3_Managing_public_policy	C4_Women_empowerment	C5_Enhancing_development_c	C6_Economic_Governance	C7_Promoting_evidence_base	Objectives per donor	# of NGOs engaging this donor
WB	1	1		1	1	1	1	1	1	1	1	1	1	1	1	1	1					19	6
USAID		1	1	1	1	1		1	1	1	1	1	1		1	1	1				1	15	5
EC	1	1	1	1	1	1	1	1	1	1						1				1	1	13	3
MDBS	1	1		1	1	1	1	1	1	1		1			1	1	1				1	13	1
DFID	1	1		1	1	1	1	1	1	1	1						1		1	1	1	12	6
Danida	1			1			1	1	1	1		1			1	1				1	1	11	6
UNDP	1	1		1	1						1				1	1	1		1	1	1	11	6
JICA	1	1	1		1	1		1	1	1	1						1					10	
AfDB		1		1	1		1	1	1	1		1			1							9	1
CIDA	1	1		1							1		1		1	1	1				1	9	6
France_AFD	1	1		1	1							1	1	1		1						9	1
GTZ	1	1		1	1		1		1						1	1				1		8	4
KfW	1	1		1	1							1			1	1				1		8	1
Netherlands					1		1	1	1	1		1				1						7	2
UNICEF					1		1	1	1	1	1	1									1	7	1
IFC	1	1			1									1				1		1		6	1
Spain		1			1		1					1		1					1			6	
UNFPA							1	1	1	1	1	1									1	6	2
Italy	1	1	1		1										1							5	
Switzerland	1			1											1	1				1		5	1
WHO							1	1	1	1												4	
Nordic_development_Fund								1				1	1									3	1
BADEA				1	1									1	1							2	
HABITAT												1	1									2	1
IFAD		1		1																		2	
IMF																				1	1	2	
CBRD		1																				1	
China				1																		1	
EIB				1																		1	
FAO		1																				1	
Friederich_Ebert_Stiftung															1							1	1
GEF			1																			1	
Global_Fund								1	1									1				1	3
MCC		1																				1	
MIGA												1										1	1
OPEC_Fund				1																		1	
Saudi_Fund				1																		1	
UNDESA															1							1	
UNESCO					1																	1	
UN_Syste_Gender_Program																	1					1	1
WFP					1																	1	
Donors per objective	14	19	4	9	21	15	1	14	12	12	15	3	13	6	13	10	11	2	4	12	9		
# NGOs engaging each policy objective						1		7	5	3		6	8	8	5	3	1	5	7				

working with
 challenging
 working with and challenging

The parallel survey of RAO engagement with GPRS2 policy issues, developed by EO, provides a similar set of interim findings. But in this case IDEG have indicated that they *will* be engaging with Private Sector Development issues. ISODEC were not involved in the 24th January workshop



Other baseline survey issues

34. The current baseline survey focuses on two types of information: (a) relationships between organisations, (b) Policy concerns of donors and RAOs. With the Purpose level of the Logical Framework there are other areas where some baseline data needs to be gathered.

35. Re purpose 1 (RAO access to funding), MS should be asked if he feels we can track changes on the three indicators that are listed in the Logical Framework, and whether he can take responsibility for doing so, on a six monthly basis. This should not be a very demanding task.

36. EO has suggested that on conclusion of year one an extra page attached to the RAOs annual narrative reporting format may be helpful to capture change on some of the other indicators, especially those concerning Purpose 2 (RAOs able to attract... more capable staff), Purpose 3 (RAOs generate high quality research), Purpose 4 (RAOs package research...). None of these are being addressed by the current baseline survey.

37. In the same discussion EO has identified some indicators for these Purposes that may need revision, to make them more relevant and practical. For example:

- Purpose 2:

- Don't use "mean duration of vacancies"
- Don't use "sick leave rates decline"
- Do use "Mean length of staff contract grows"
- Purpose 3
 - Query whether a peer review of research would be workable. The alternative would be seek an external review of each RAO's best research product (as self identified). While an external review panel would take time to establish, its use could be a capacity building intervention, as well as a means of M&E.
 - Some basic data is needed from each RAO on number of publications, volumes and distribution lists. This is covered by the existing reporting format, but is not referred to as an appropriate indicator in the current Logical Framework
- Purpose 4
 - Workshop attendance lists will tell us the extent to which "Different messages are sent to different audiences. Not broadcast to all". RAOs will need to be advised that G-rap would like to have access to those lists, when they need to (e.g. during a Output to Purpose review), but does not need copies to be sent to then each reporting period
- Purpose 8
 - EO queries if the first two indicators are realistic. GoG are unlikely to officially quote RAO sources.
 - It may be necessary to put more emphasis here on RAO reports of MSC's in this area, since identifying indicators for credibility and legitimacy is not easy. And/or it may be useful to discuss this issue in the nextRAO convention – what sort of indicators of change here would be most relevant in the eyes of the RAOs?

38. Recommendation: EO develop a draft one-page format, to be used by RAOs on an annual basis, to supplement their narrative reports, in a way that would enable us to track changes in relevant indicators for Purposes 2, 3, 4, 8. This will need some consultation with PE, re his Organisational Capacity Development inputs into G-RAP.

39. Late Note: There is some concern within PMT about how realistic the proposal for an extra reporting format is, and how willing RAOs would be to provide the information needed. Other approaches may be needed. Such as one to one meetings with the RAOs, and making use of information that is already being publicised by the RAOs. These issues need more discussion within PMT.

4. Organisational Capacity Building

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

40. A meeting was held with PE and HD re monitoring and evaluation of capacity building activities. While these can be seen as contributing to the achievement of all eight Purposes, they are especially relevant to Purposes 1, 2, 3 and 4. However, none of these make reference to the processes being used by PE to assess capacity building needs, not the extent to which those needs have subsequently been met.

41. Recommendations:

- The organisational self-assessment tool that was developed and used with RAOs in 2005, should be referred to as a Means of Verification for Purposes 1, 2, 3, and 4
- It should be used to assess any subsequent changes in organisational capacity, at the end of each period of capacity development funding
- The existing instrument needs to be simplified, to reduce redundancy in the questions and in the process make it quicker and easier to use. This can be done by removing questions whose answers were strongly correlated with each other, across all respondents in 2005. This information can be re-provided.

5. Communications

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

42. A spreadsheet is being maintained by BMG, which shows events x organisations, with cells describing the representatives who participated in each event. I provided some suggestions for its improvement and these were then reviewed by HD

42. Recommendation: using this spreadsheet BMG should generate a quarterly summary table showing: (a) the cumulative number of events attended by each of the G-rap funded RAOs (core funded and others), (b) the number of different participants sent by each RAO (some send many different reps, others only a few)

43. The narrative reporting format for the RAOs includes a section where they are asked to report on their outputs, which include both events and products (reports, etc). They are asked if and where they have records of the users of these. Those lists need to be subject to some random checking, possibly to the context of one-to-one meetings already scheduled between G-rap and individual RAOs for other reasons. However, there is concern that this is done in a way that does not undermine RAO's trust and confidence in G-RAP.

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

44. A brief discussion was held with HD, and a longer discussion with EO. Email contact has also been made since then with Peter Baker (PB), who is over-seeing the development of the G-rap website. PB has since been sent the section on Communications from RD's September 2005 Visit Report, and discussions are likely to continue by email about the current relevance of the proposals that were made in that report.

45. The website is already under a design revision, to be more like that of RAVI. Bearing that in mind, there are number of content gaps and errors in the current website that need correction

- The 17 "links to G-rap info about RAO's" from each listed RAO all connect to a description of CEPA, rather than each RAO. This maybe because no one in G-rap has yet provided the relevant contents for the other 16 RAOs.³

³ Late note: This was caused by a hacker attack to the server hosting the website. All profiles are there and it should be repaired by now.

- Recommendation: EO generates this content, using the current CEPA format
 - The links to “Grantees”, “Partners and Service Providers” is potentially confusing, since the word “partner” can mean almost anything these days
 - Recommendation: Change “Partners and Service Providers” to “Participating donors” as they have been labelled on the home page, and “Service Providers” to something that is more concrete describing the provision of organisational capacity building.
 - The link to Information and Documentation could be simplified to Documentation, since the whole website provides information, and nothing else
46. It was agreed that a Google search form would be included on the homepage, that would allow two searching options (the G-rap website and the whole web), with the default setting being search the G-rap website.
47. After some discussion it was agreed by HD that it could be useful to set up a G-rap email list, to enable exchange of information between RAOs, and with other parties interested in “governance research and advocacy in Ghana” Doing so could help achieve Purpose 5: Improved Cooperation between RAOs” The main concern was potential extra workload that would be involved, when G-rap is very lightly staffed.
- Recommendation: RD sets up and manages a G-rap email list on Yahoo groups, as he has already done with four other email lists. In doing so he needs to consult with HD on each step towards its establishment, including the text that will publicly describe the mailing list, and the list of email addresses that invitations-to-join will be sent to.
 - Recommendation: BMG needs to compile a full list of all the contact email addresses she has for people within the funded RAOs, that could be invited to join the email list. These should include all the RAO participants in all the meetings documented in the events x organisations spreadsheet, discussed above. This list needs to be sent to RD
48. The issue of best method of monitoring traffic to, from, and within the G-rap website was discussed. Two options exist, using data provided by the website host and by a third party (Extreme Tracking)
- Recommendation: RD to compare these and recommend a choice, by mid-March
49. G-rap now has links to 15 of the 17 funded RAOs. G-raps visibility on the web will be enhanced, if those RAOs reciprocate by putting links on their websites, back to G-rap
- Recommendation: EO contacts each of the RAOs and asks them to reciprocate. As well as including a link, they should be asked to provide a one line text description of what G-rap is.
50. G-rap should use a free service, called Change Detection.com at <http://www.changedetection.com/monitor.html> to keep informed of changes in any of the RAOs websites (through receipt of email notices). This may help generate contents for the G-rap newsletter, as well as being of general and unpredictable interest. A link can also be placed on the G-rap website to enable others who visit the website to be automatically (and for free) notified when the G-rap website is updated (see <http://www.changedetection.com/>)

- Recommendation: Peter Baker to add this feature to the front page of the G-rap website, if notified to do so by HD

51. One recommendation was made in September which does not seem to have progressed: “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 its priority within the communications products x audiences matrix.”

- Recommendation: EO should proceed to develop this workplan, which should be focused on the production of relevant content. He should not wait until the website re-design is complete, since plans about contents should inform plans for the website structure, and vice versa. They need to be developed in dialogue.

6. Next steps: February to July 2006

By June 2006

Please note: This is a summary of the main steps that need to be taken, not a comprehensive re-statement of all the recommendations made in the text above.

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

52. G-rap PMT to ensure that all the MSCs reported in the January 26th workshop are collected from all the participants. Then:

- The two most significant stories are placed on the G-rap website, along with a list of the headline descriptions of all the other MSC stories, and some background text on how and why the stories were collected.
- Copies of the MSCs are sent to RD, who will look at evidence in these stories for network linkages that need to be noted as part of the Purpose level baseline survey.

53. See also the para 10 recommendation relating to identification of a G-rap Contact person in each RAO.

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

54. EO to send a weekly report to RD on the progress of the baseline survey, and plans for the forthcoming week, as discussed with HD and OA. The baseline should be completed by the end of February, at the latest.

55. EO to send RD digital copies of all survey responses, as soon as they arrive.

- RD to provide feedback asap, on any data quality issues arising that need to be remedied and/or avoided.

56. RD to collate, analyse and summarise the baseline survey results by mid-March (assuming all survey data is available, and has been corrected where necessary, by then)

57. G-rap PMT to present a summary of the results of baseline survey on the G-rap website, by end of March.

- RD will provide research assistant with feedback on the results of each survey, asap after each survey.

58. See also the recommendations in paras 18, 22, 24, 29, 38

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

59. PE to advise RD on developments of his plans to assess progress of capacity building, and to forward copies of any progress reports produced by those contracted to provide capacity building assistance

60. See also recommendation in para 40

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

61. HD to forward RD a draft copy of the Terms of Reference for the June 2006 "Systems Review"

- RD to provide comments on these ToRs, asap thereafter.

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

62. PMT to send RD copies of the whole set of narrative and financial for 2005, submitted by RAOs in early 2006

- RD to read and identify implications for M&E, as per the Logical Framework requirements, and to feed these comments back to G-rap, by end of March

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

63. BMG to generate a monthly summary report of RAO participation in events organised by G-rap, as described in para x above.

64. G-rap PMT to use any one-to-one meetings with RAOs to check that they are keeping adequate records of who participates in their events and /or uses their products. See para x above.

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

65. EO to develop and implement a workplan for the development of the G-RAP website

- RD to comment on it, if requested to do so.

66. See the detailed recommendations, many of which could be addressed through this workplan, in paras 45, 47-51

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

67. See proposal above relating to the June 2006 Systems Review

In July 2006

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

68. A second half-day workshop should be organised in July by G-RAP, for all funded RAOs. The purpose will be to present the MSC's identified by the RAOs in the 2006 Jan-June 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

69. The MSC selection exercises should focus on changes in at least two domains, that relate to the Logical Framework structure and the structure of narrative reports

- Changes in government policies (Goal)
- One Purpose level change e.g. Purpose 8: RAO credibility and legitimacy

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

70. RD to plan with PMT how a survey could be carried out of the grantees of the RAVI, BUSAC, and IBIS programmes, to find out who they are working with. Including G-rap RAOs, GoG and CBOs

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

71. RD to meet with PE and HD to review progress in this area

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

72. RD to meet with HD to review the implications of the June 2006 Systems Review

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

73. RD to read and comment on contents of reports received in July

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

74. RD to review progress with record keeping, and analysis of these records, with BMG

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

75. RD to meet with EO to review progress against workplan.

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

76. RD to discuss with HD plans for the preparation Mid-Term Review in late 2006. This will be a core task for the July 2006 visit
