

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

Summary Update

/

3rd to 7th July 2006 Visit Report

Dr Rick Davies,
Monitoring and Evaluation Specialist,

July 2006

Contents

Glossary	3
0. Summary of Recommendations	4
1. Terms of Reference (updated for July 2006 visit)	6
2. The Updated G-rap M&E Framework.....	7
Super-Goal level M&E.....	7
Goal level M&E.....	8
GPRS Indicators, as prioritised by the Funders' Committee	8
Indicators of policy changes which are of shared concern to RAOs.....	9
Monitoring of "Most Significant Changes" in government policy by RAOs.....	11
The M&E challenge at the Goal level	13
Purpose level M&E	13
P1: RAOs that have been given access to G-rap capacity building grants are able to gain better access to funding	13
P2: RAOs are more able to attract, retain, motivate and develop capable staff	14
P3: RAOs generate high quality evidence-based research based on robust primary sources.....	15
P4: RAOs package evidence based research and use it in targeted advocacy activities	15
P5: Improved cooperation between RAOs.....	16
P6: RAOs build up a strategic set of relationships with CBOs.	17
P7: RAOs build up a strategic set of relationships with government, parliament and MDDBS donors.....	18
P8: The credibility and legitimacy of RAOs is improved, in the eyes of GoG and Ghana public.....	19
P9: RAO autonomy is not undermined through participation in G-rap.....	19
The M&E challenge at the Purpose level.....	20
Output level M&E	20
O1: G-RAP provides RAO donors with an attractive multi-donor funding mechanism which improves aid delivery.....	21
O2: G-RAP provides Core Funding to RAOs for three to five year periods	21
O3: G-RAP provides Once-Off grants to RAOs to enable them to become eligible for core funding	22
O4: G-RAP provides Capacity Building Grants to RAOs.....	22
O5: G-RAP provides on-demand technical assistance to RAOs.....	22
O6: G-RAP provides capacity building to RAOs through third parties.....	22
O7: G-RAP promotes and facilitates relationships between RAOs and other stakeholders.....	23
O8: G-RAP publicly communicates G-RAP's objectives, achievements, information resources, issues, participating stakeholders, etc	23
The M&E challenge at the Output level	24
3. Planning, Monitoring and Evaluation Processes	24
4. M&E Training	26
5. Communications Strategy	26
6. Baseline Survey Results	29
Annexes	31
Annex A: Schedule of activities for the July M&E visit.....	31

Annex B: G-rap PMT Communications plan, developed in September 2005.....	32
Annex C: Peer selected sections of RAO narrative progress reports	33

Glossary

APRv	Annual Progress Review, produced by external consultant
APRp	Annual Progress Report, produced by the G-rap PMT
CBO	Community Based Organisation (often membership based)
CIDA	Canadian International Development Agency
CSO	Civil Society Organisation
DFID	Department for International Development, U.K.
EO	Elvis Otoo, G-rap
G-rap	Ghana Research and Advocacy Program
GPRS2	Growth and Poverty Reduction Strategy 2
HD	Hans Determeyer, G-rap
M&E	Monitoring and Evaluation
MSC	Most Significant Changes method
MTR	Mid-Term Review
OSA	Organisational Self-Assessment
PMT	Programme Management Team, of G-rap
RAO	Research and Advocacy Organisation. Often but not always an NGO
RNE	Royal Netherlands Embassy
WB	World Bank

0. Summary of Recommendations

Priority 1 = in the short term, 2 = in the medium term, 3 = in the longer term (by mid-2007)

Para #	Recommendation	Relative Priority	By whom?
7	1. Find out what RAOs are interested in engaging with GoG re selection of the PRS2 indicators, possibly via Growth and Poverty Forum	1	
14	2. Post each RAO's "Top 10" publications on a special page of the G-rap website, and then track volume of visitor interest	2	
18, 19, 53	3. Improve the mapping of RAOs' involvement with various Coalitions / Forums / Networks	1	RD?
26, 112	4. Publicise peer selections of most interesting sections of RAO progress reports on G-rap website, with link to RAO websites	1	
27, 112	5. In January 2007 repeat the (July 4 th) peer review of RAO progress reports, using same summary-by-selection method	2	RD?
33, 70	6. In January 2007, update the January 2006 analysis of RAO funding sources, focusing on change from the baseline, and using Purpose 1&9 indicators.	3	MS?
35	7. Re-survey the gender balance of staff in all RAOs as they begin their third year of core grant funding, and publicise biggest improvers on G-rap website	2	
36, 37	8. Improve the fit between contents of the Organisational Self-Assessment and the Purpose 2 indicators on RAO capacity improvements	3	PE & RD
40, 41, 45	9. In 2007, hire consultant to review the relative quality and gender sensitivity of RAO research products, as a small scale specialist input into the 2007 Annual Progress Review. Possibly include interviews of targeted users of the best quality products	2	HD?
40	10. In 2007, ensure the PMT's next Annual Progress Report includes sections on Purposes 3 and 4, and an annex list all new RAO research products	3	HD
57,59, 62, 70, 135	11. In 2007, review the design of the Application Form to ensure that it helps collect appropriate baseline data on RAOs (selected and unselected)	3	
75	12. Identify means of allowing third parties in Ghana and elsewhere to access and use RAO narrative reports, on condition that their analyses are fed back at least via G-rap website	2	
78, 80, 82	13. Widen the scope of G-rap Fund Account Bi-annual Financial Reports to show donor and PMT performance measures re funding transfers, as well as RAOs' use of funds.	1	MS?
30 - 104	14. Ensure that the contents of the next Annual Progress Report reports on all Output and Purpose indicators, wherever possible. See 2005 omissions in section 2	2	HD?

105, 76- 104	15. After the Mid-term Review, review and revise the Output indicators at least, bearing in mind suggested changes made in section 2 of this report	2	RD+???
110	16. Hold a process review to assess the lessons learned from the <u>2006 Mid-Term Review process</u>	1	
113, 115	17. If an M&E training program is designed by GIMPA or ISSER, for funding by G-rap, then the draft version should be circulated to the MandE-Ghana email list, and others, for comment, before it is finalised.	2	
117	18. The September 2005 communications plan should be reviewed and revised in September 2006	2	
118, 120, 121, 124	19. The G-rap website needs to be <i>continually</i> developed, but through a work plan that outlines how it will be done and by whom	1	
119	20. The objectives for the website should be prioritised, prior to the completion of the workplan and the workplan should visibly address these objectives	1	
122- 123	21. A draft Public Disclosure Policy should be developed by the PMT and discussed with the FC and AB. The final version should be on the G-rap website	1	
133	22. The baseline data on RAO relationships needs corrections for errors and omissions. By sending out results that relate to each RAO only	1	RD?
134, 132	23. The corrected results should be disseminated to RAOs, one network at a time. E.g. RAO membership of alliances and networks, RAO – donor relationships	2	
135	24. A plan needs to be developed for periodic updating what is known about RAO relationships (Relating to Purposes 5-6-7), and feeding the collated view back to those RAOs	2	RD?

1. Terms of Reference (updated for July 2006 visit)

1. **The overall objective** of this consultancy is to help the G-rap PMT to further develop and implement an M&E Framework for the G-rap programme. The information generated through reporting 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 management. The implemented M&E Framework shall:
 - Ensure that the programme is effectively monitored on an ongoing basis against the Logical Framework and against the baseline in each of the below mentioned areas (as per 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)
 - Ensure that narrative and financial reporting on the work of the grantees is adequate in that it enables PMT to monitor progress against the G-rap 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.
2. **Tasks:** In order to achieve the above-mentioned objective, the M&E consultant shall (in July):
 - Provide a next phase in the training to RAOs and PMT staff, and others, on the use of Most Significant Changes (MSC) monitoring and its relation to G-rap reporting;
 - Deliver inputs in the design of an M&E training programme by an in-country institute, focusing on indicator identification for research and advocacy activities and the development of monitoring tools for these the indicators;
 - Advise PMT staff on the representation of their communications strategy, using modular matrices as the main planning tool
 - Advise PMT on the further design of M&E functions to be hosted at the G-rap website, and on the development and effective use of associated mailing lists.
 - Provide remote M&E process assistance over a period of 6 month of 1 day/month.
3. **Expected outputs** are:

- The Consultant shall produce a Visit Report within two weeks of the scheduled visit to the PMT in Accra.
- Consultant will present and launch the final G-rap baseline survey onto the G-rap website prior to the July 2006 visit. A brief presentation of the overview will be presented to G-rap Grantees and donors and other stakeholders.
- The consultant shall produce inputs and a report for a second session of MSC training intended for Grantees. The session will refer to the earlier training session and use actual narrative reporting inputs by Grantees as case material (Jan and July 2006 narrative reports).
- A draft plan for an M&E training programme based on existing in-country training modules of GIMPA (Legon University), incorporating the MSC approach.
- The Sept 2005 and Feb 2006 M&E reports will be revisited and revised in July 2006, to constitute an updated version of the complete G-rap M&E Framework. The report will contain a brief summary overview of the complete M&E set-up for G-rap.

2. The Updated G-rap M&E Framework

4. As noted above, the TORs require that “the Sept 2005 and Feb 2006 M&E reports will be revisited and revised in July 2006, to constitute an updated version of the complete G-rap M&E Framework” This section addresses that need.
5. Background: The G-rap Logical Framework has been structured so that different actors are referred to at different levels of Logical Framework
 - Activities: refer to activities of G-rap PMT, and its Advisory Board and Donors Committee
 - Outputs: refer to services provided by G-rap PMT to others, especially RAOs
 - Purpose: refers to changes in the behaviour of RAOs
 - Goal: refers to changes in GoG policy and practice
 - Super-goal: refers to changes in the lives of poor people in Ghana

Super-Goal level M&E

6. The G-rap Super-Goal is “Poverty in Ghana is reduced”. The proposed indicators in the June 2005 Logical Framework are “as listed in the GPRS”, and the proposed Means of Verification are the “GPRS Annual Progress Reports”
7. The current Growth And Poverty Reduction Strategy (GPRS II) (2006 – 2009) does not yet have any indicators or means of verification¹. It is however expected that they will be developed, and that they will contain many of the indicators used for GPRS1, including those relating to the MDGs. Because they have not yet been defined, and because the GPRS2 section on M&E refers to CSO involvement, there seems to be a space here for RAOs and their allies to be proactive in helping to shape the selection of the indicators to be used for the M&E of GPRS2. This suggests questions that the G-rap PMT could be asking RAOs, especially those involved in the Growth and Poverty Forum:
 - Do RAOs think that there is an opportunity for influence here?
 - If so, are they interested in addressing the issue of appropriate indicators for GPRS2?
 - If so, are they doing anything?

¹ Though page 43 of the GPRS 2 refers to a “National Indicator Workshops MDAs (CSPG members) and Group consultants Aug. 2005 – January 2006”

8. These questions could be raised via the G-rap newsletter, website and the PMT's one to one contacts with RAOs

Goal level M&E

9. In the Logical Framework the G-rap Goal is “*Pro-poor policy adopted and implemented effectively by GoG*” Achievement of this goal is to be monitored by three means:
- GPRS Indicators, as prioritised by the Funders’ Committee
 - Indicators of policy changes which are of shared concern to RAOs
 - Monitoring of “Most Significant Changes” in government policy by RAOs

GPRS Indicators, as prioritised by the Funders’ Committee

10. As noted above, as of mid-2006 no indicators have been identified for the objectives outlined in the GPRS2 document. However, in a survey carried out by the WB in late 2005 donors have indicated their interest in supporting different themes and sub-themes within the GPRS, and information is available from some donors on the scale of funding that they might make available to those themes and sub-themes. Amongst the donors, there are two groups relevant to the G-rap PMT: the G-rap donors and the wider group that they are part of. The table below shows the relative number of donors (in both groups) who will be supporting each of the main GPRS themes.

	% of all sub-themes addressed by all G-rap donors	% of all sub-themes addressed by all other donors
Private Sector Competitiveness	48%	31%
Human Resource Development	60%	20%
Good Governance & Civic Responsibility	54%	17%

11. Within each of these themes it is possible to identify which sub-themes most donors are intending to support. These were:
- Infrastructure support services, under Private Sector Competitiveness (18 of 44 donors)
 - Education, under Human Resource Development (12 of 44 donors)
 - Strengthening practice of democracy and the rule of law, under Good Governance & Civic Responsibility (10 of 44 donors)
12. However, within the 14 RAOs interviewed as part of the baseline survey in early 2006 “Good governance...” was the top priority, as indicated by numbers of RAOs intending to address that part of the GPRS 2. Nine of the 14 RAOs intended to address this objective, versus four for “Human Resource Development” and four for “Private sector development”
13. In a meeting with G-rap donors on 6th July there was some indication given that a focus by RAOs on governance issues would be of interest to the G-rap donors. Other related concerns were decentralisation and RAO engagement with parliament. And all of this was within the context of the GPRS. There was however no indication that donors would be willing or able to come to anything as precise as a common agreement on GPRS indicators that were of common concern. Much of the discussion about donor concerns was more Purpose level in focus on

how they would like to see RAOs working with government, with each other and with others (their “behaviours”). However, RAOs’ engagement with MDBS processes did emerge as an important area of common interest towards the end of that meeting.

14. One conclusion that could be drawn from G-rap donors’ reactions is that measuring change at the Goal level will have to be more impressionistic than quantitative and that this may have to be an ongoing assessment. However, one more quantitative option did arise during the meeting, relating to the use of RAO publications lists. Their current publications could be used as a “menu” from which G-rap donors could then “pick” those that they felt were addressing the most appropriate governance issues. RAO performance in relation to the most commonly selected issues should then be of concern to G-rap. Using RAO publications as a “menu” for donors to respond to would provide a bottom-up form of planning for what constitute relevant achievements at the Goal level. If the “top 10” publications of each RAO were on the G-rap website then tracking of other stakeholders views about what was most relevant would also be possible.

Indicators of policy changes which are of shared concern to RAOs

15. A similar challenge exists here, as with identifying donor’s common concerns above. In the absence of any GPRS 2 indicators, shared interest around particular GPRS policy issues could be attended to instead. G-rap’s 2005 baseline survey was able to identify the extent to which RAOs had common concerns across different GPRS themes and sub-themes. As noted above, most RAOs were interested in the Good Governance & Civic Responsibility theme. Their interests in the different governance sub-themes were as shown in the table below².

	Political Governance	Challenges to governance	Decentralization	Economic Governance	Public Sector Reform	Security and Rule of Law	Promoting an evidence-based decision making	Governance strategies in GPRSII	Good corporate governance	# NGOs
ABANTU	1	1								2
CDD	1	1	1	1	1	1	1			7
CEPA	1	1	1	1	1					5
FOSDA	1									1
IDEG	1		1		1		1			3
IEA	1	1	1	1						4
ISODEC				1						1
ISSER			1	1	1					3
TUC	1	1	1	1	1	1		1		7
WANEP	1	1				1	1			4
WILDAF	1	1				1		1		4
# issues	9	7	6	6	5	4	3	2	0	

“1” = RAO intention to address a given sub-theme.

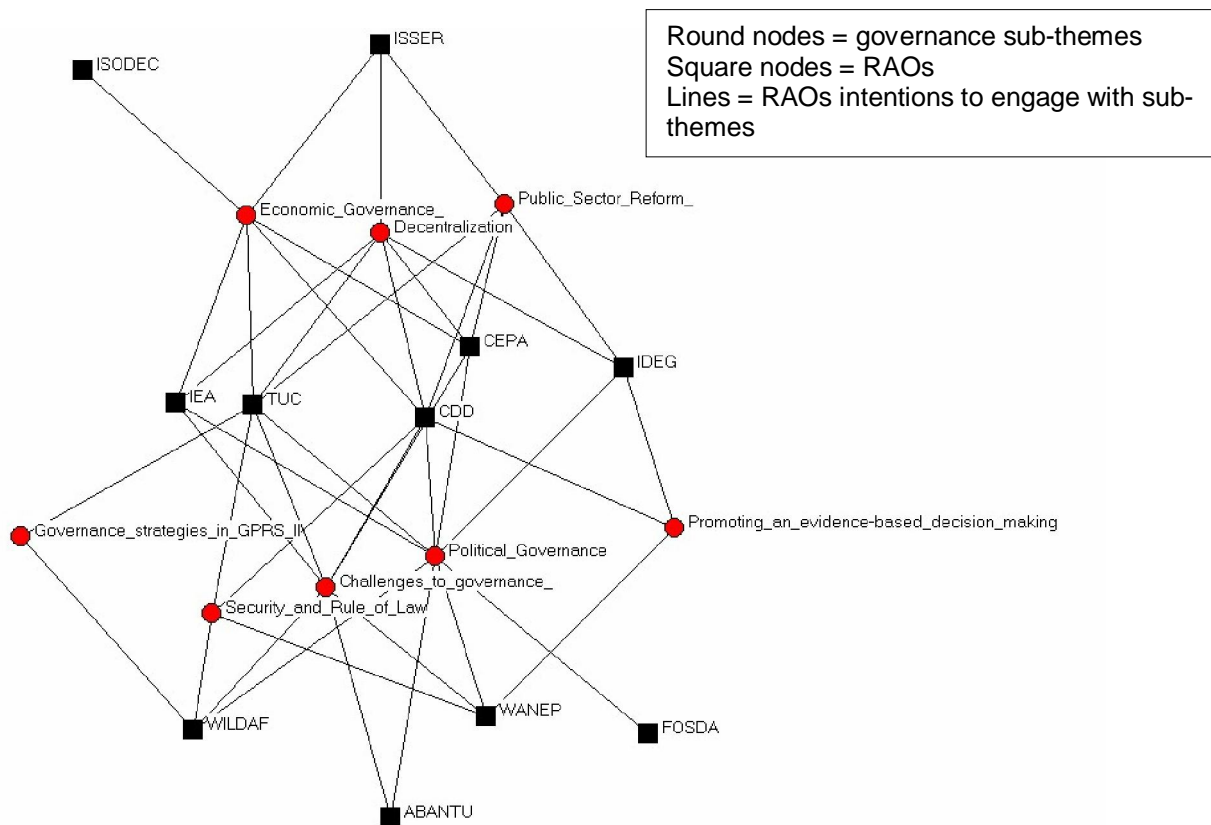
16. The most popular sub-theme was “Political Governance”. In the September 2005 version of the GPRS2 “Political Governance” included the following issues.
- Strengthening Parliament
 - Enhancing Decentralization
 - Protecting Rights under the Rule of Law

² These use the headings in the September 2005 version of the GPRS2, the November 2005 version has a slightly different set of headings..

- Ensuring Public Safety & Security
- Empowering Women
- Enhancing Development Communication
- Promoting Civic Responsibility

As noted above, the first two of these issues also came up in the 6th July discussions with G-rap donors. There seems to be some commonality of concerns.

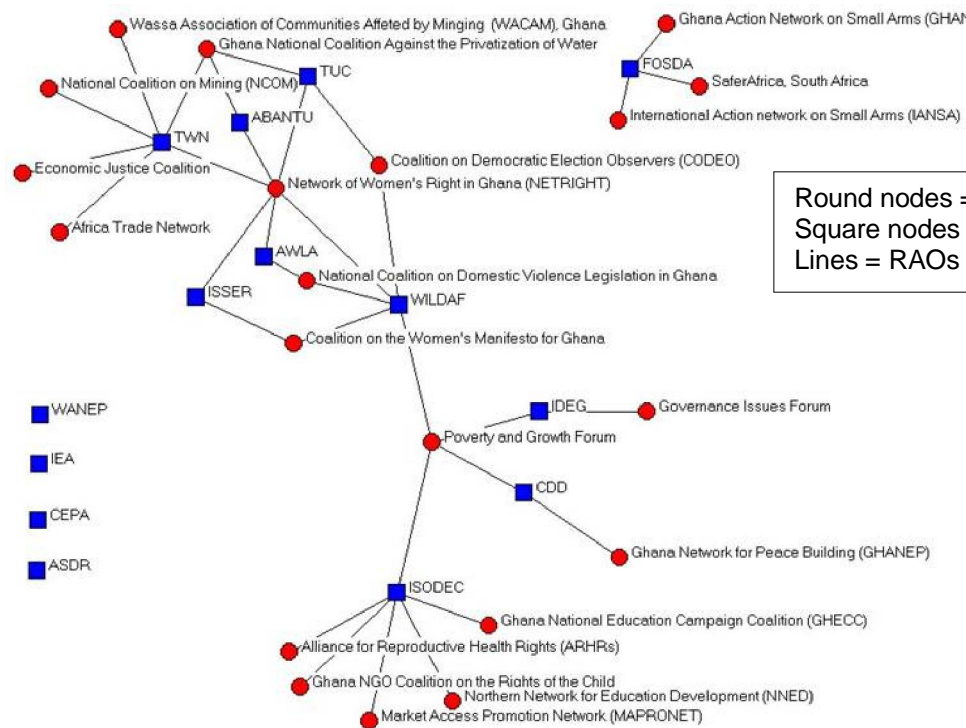
17. As can be seen in the table above, RAOs' interests in Governance issues are not monolithic. A network diagram³ of the data in the above table suggests at least three blocks of interests (at the top, centre and at the bottom).



18. Given the diversity of RAOs, which is increasing as G-rap funding is provided to more RAOs, it may be more appropriate to identify issues of common concern to identifiable *clusters* of RAOs. And then seek to monitor achievements in respect to each set of shared issues. One means of identifying such clusters is through their membership in explicit coalitions / forums / networks designed to address specific issues. The diagram below shows some of the clusters as evident from the baseline survey. Please note that this is already recognised as an incomplete picture, needing correction.

[see diagram next page]

³ Constructed with UCINET, <http://www.analytictech.com/>



19. Proposals for updating and extending this picture are discussed in section 6 of this report, on the use of the baseline survey. As suggested above with RAO publication lists, RAO collations could be presented as a menu to donors, from within which they identified the issues that were of most interest to them. Judging from the July 6th meeting, the Poverty and Growth forum was of most interest to donors in early 2006. Like the publications list, this would be an appropriate form of bottom-up planning for Goal level changes. RAO would “propose” different directions via their choices of which coalitions to form and work with, and donors would respond to RAOs choices.

Monitoring of “Most Significant Changes” in government policy by RAOs

20. In the original M&E framework, drafted in April 2005 it was proposed that some Goal level changes (in government policy) will be unpredictable and emergent, in which case it would not be possible to identify predefined indicators that would be able to measure them. For these changes it was proposed that the use of the Most Significant Changes (MSC)⁴ monitoring method would be appropriate. Training in this method was subsequently given to 23 representatives from 13 RAOs⁵ who attended a workshop in September 2005

21. In January 2006 a meeting was held with representatives from 14 RAOs to review the contents of their previous six-monthly progress reports. 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 the documentation, discussion and selection process built into the Most Significant Changes method. However, only three of the 14 participants in January had attended the September G-rap workshop on MSC, and none of the others seemed to be aware of the fact that that their other colleagues from their own organisation had attended that workshop. All this signalled that internal communications within RAOs about the

⁴ See www.mande.co.uk/docs/MSCGuide.htm

⁵ Plus SNV and four strategic partners.

G-rap workshops was very limited, and this needs to be recognised and responded to by G-rap, when planning future such workshops.

22. In the second section of the January workshop 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 peer 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.
23. The two most significant changes that were reported were:
 - The meeting between the Growth and Poverty Forum (an NGO alliance) and two parliamentary committees to discuss the gaps in the GPRS2 document. This story was reported by IDEG
 - The introduction of capitation grants to all primary schools, by the GoG, for the first time, which has significantly reduced the costs of education to many households in Ghana, including the poor. This story was reported by ISODEC. The latter could be argued as the most significant of all because it described actual policy change, and policy change with plausible and substantial impact on the poor.
24. 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. There was also some concern that their descriptions of the events would need authorisation by their chief executives.
25. This process was not concluded because the edited and approved MSC stories were never returned to G-rap. The lesson learned from this exercise is that in future the MSC exercise should be self-contained within the workshop, and involve no follow up activities.
26. In a similar workshop held with 14 RAOs in July the focus was more explicitly on the contents of the RAOs’ last six monthly reports (July to December 2005). The MSC exercise was repeated, and this time peers were asked to select a section of each others reports that they thought would be of most interest to the public at large, if it was placed on the G-rap website. The results are available in Annex C. No authorisation was needed following this exercise because the RAOs’ progress reporting forms already had tick boxes where RAOs were asked to indicate if the text in each section could go on the G-rap website. This process has summarised-by-selection the contents of each RAO report and will then leave it up to the users of the G-rap website to summarise-by-selection which of all these summary accounts are of most interest overall. Tracking public responses will require some monitoring of G-rap website statistics, by EO in the first instance. It would also be useful to publicise this section of G-rap’s website to G-rap donors, to encourage

them to explore their interests in different kinds of Goal level developments that RAOs have been associated with.

27. A number of lessons were learned via this event. One potential lesson for future use of this method is to focus the selection process on the narrative text sections, especially those dealing with Purpose and Goal level sections of the reports (sections 1 & 2), and not include the more internally focused sections (3, 4 and 5). Even within the text that was selected from sections 1 & 2, the amount of text used by different RAOs varied substantially, possibly giving them an advantage during selection. It may be appropriate in future versions of the reporting format to insert a maximum word limit per section. Another lesson was that it was evident that at least one RAO was concerned that G-rap might be using RAO reports to their own advantage only. It was then pointed out by G-rap PMT that any publication of sections of RAO reports on the G-rap website would automatically include links to the relevant RAO's own website, where the visitor should be able to find the full text of the report⁶. It was not only the G-rap PMT that found the event useful. Participants also found the event useful, because most had not yet completed their January to June 2006 progress reports. The peer review process reportedly helped them identify a number of ways in which their next reports could be better written.
28. The same process is proposed for the next round of RAO progress reports due in January 2007. Participants will be asked to peer review each others progress reports and select the most interesting sections for publication on the G-rap website. Public responses to these news items will then be monitored.

The M&E challenge at the Goal level

29. The main challenge at this level is the identification of Goal level changes that donors and RAOs want to see take place (i.e. what changes in GoG policy and practice). Especially where there is overlap in views (both amongst donors, amongst RAOs, and amongst both of these groups). The areas of overlap are arguably where most effort needs to be invested by G-rap in monitoring and reporting significant changes in GoG policy and practice.

Purpose level M&E

30. There are nine Purpose level outcomes in the G-rap Logical Framework, all relating to changes in the behaviour of RAOs. They fall into two main groups: (a) those relating to the performance of individual RAOs (P1-4), (b) those concerning changes in relationships between RAOs, and with others (P5-9). Each of these is discussed in turn below.

P1: RAOs that have been given access to G-rap capacity building grants are able to gain better access to funding

31. There are four indicators for this Purpose, proposed in 2005
- Number of RAOs gaining access to core funding increase
 - Number of RAOs gaining access to funding from new sources increases
 - Number of RAOs gaining access to increased funding from their existing sources increases
32. Information on the first indicator is by definition available from within G-rap, and is not a problem. Baseline information is available on the identity of RAO's existing

⁶ Given the way Google work, such links will be to the advantage of the RAOs, enabling more people to find their websites.

donors (and the scale of their support) from their initial 2004 applications to G-rap, and from the annex to their subsequent contracts with G-rap. Information on the second and third indicators should also be available on a continuing basis from the quarterly financial reports submitted to G-rap by RAOs. Some RAOs have not provided data on other donors' funding, but this problem has now been resolved.

33. This data has not yet been used on a systematic basis. Although MS did an analysis of RAO funding as of January 2006 the April Annual Progress Review seems to have relied on RAO interviews, but made no use of their financial reports to G-rap⁷, or MS's analysis. The next G-rap PMT Annual Progress Report is expected to make use of this data, and will have a longer period in which to observe any changes (four quarters, versus one in the case of the Annual Progress Review). Bearing this in mind, it would be useful if MS could update the analysis of RAO funding sources again in January 2007, but this time including an analysis in terms of the above P1 indicators.

P2: RAOs are more able to attract, retain, motivate and develop capable staff

34. There are six indicators for this Purpose, proposed in 2005:

- Progressive improvements of professional competence of researchers hired by RAOs
- Improved performance of existing staff
- Mean duration of vacancies declines over time
- Sick leave rates decline
- Mean length of staff contracts grows
- Gender balance of staff improves

35. The only indicator for which there is baseline data is that on gender balance. RAO Application Forms provide some baseline information on staff numbers, and their gender. RAOs' narrative progress reports have a section on "Recruitment, development and retention of staff; HR planning; incentives", which RAOs have used to make anywhere between two and 20 lines of comment. Information is there but it is variable in focus, and detail. It may be useful to do a quick survey of all RAOs as they each enter the third year of their core funding grants, to update the baseline data. Not only to ensure that changes in gender balance are monitored, but also to send a signal that they are of concern to G-rap. It might be of value to consider giving positive recognition, via the G-rap website, to the RAO which has most improved the gender balance of its staff.

36. The Organisational Self-Assessment of RAOs that is undertaken before and after capacity building inputs funded by G-rap also gathers some information on two categories of capacity that are relevant: (a) Human Resource Management [with four sub-categories], (b) Training & Development [with three sub-categories] The information that is collected is in the form of self-ratings, rather than specific measures, such as the indicators in the Logical Framework.

37. Improvements could be made by making the contents of the two sections of the Organisational Self-Assessment fit better with the Logical Framework indicators, and vice versa. This would make better use of existing data without incurring extra work. Until then it would be useful to use the Organisational Self-Assessment ratings as the primary measures for change on Purpose 2, along with the gender balance data from the Application Forms. The latter will need re-surveying, to identify changes over time.

⁷ The report does not list any documents that were used in the review.

P3: RAOs generate high quality evidence-based research based on robust primary sources

38. This is one of the most important changes in RAO capacity, but also one of the most difficult to monitor. Three indicators were proposed in 2005:
- [RAO] Peer Review assessments improvement over time
 - RAO references (a) cited in government and parliament policy documents, (b) donors and civil society in their dialogue with government
 - RAO publications are gender sensitive
39. The RAO Funding Application Form seeks information about RAO research activities and plans, but nothing which would provide a baseline on any of the above indicators. The RAOs' Narrative Progress Reports provides information on outputs produced each six month, many of which include research reports and publications. A summary of these was produced in the 2005 Annual Progress Review, but there was no analysis of their quality. The Annual Progress Report seems to have accidentally omitted reporting on Purposes 3 and 4. Future Annual Progress Reports could usefully include an annex which listed all RAO reports and publications for the year.
40. RAOs' Narrative Progress Reports do provide a ranking judgement on which of the listed reports was most successful, as judged by the RAOs themselves. Discussion of their reasons for the ranking differences could be used as a way of explicating their views about research quality. Similarly, gender sensitivity could be assessed comparatively, by looking at the contents of those listed products, ranked as most versus least successful. The question is who would do this? Possibly a consultant hired for the task to provide a specific input into the next Annual Progress Review.
41. The current view is that peer review processes would be hard to organise, given the diversity of areas that research is being undertaken by RAOs, and the sensitivity of some RAOs. Perhaps a more important indicator would be the reaction of the groups who were targeted as the intended users of the products, especially those seen as the most important targets. Obtaining their views could take time, independence and skill. Investing in a consultant to do this might be justified as a quick input into the next Annual Progress Review.
42. Evidence of reference to the RAOs documents in GoG and donor publications should be the responsibility of RAOs to document in the first instance, and might be expected to be reported on in their Narrative Progress Reports. These should come to light when G-RAP produces its own Narrative Progress Report, which synthesises the RAOs' own reports.
43. In future this Purpose could give attention to demand as well as quality of research. If resources were available, two combinations of levels of demand and quality of research products would be worth identifying: (a) Low demand – high quality research, which would suggest attention is needed to the communications strategy, (b) high demand – poor quality, which is where quality review processes would be useful. Low demand and low quality would be a low priority, and high demand – high quality would need no extra action

P4: RAOs package evidence based research and use it in targeted advocacy activities

44. This Purpose is about how RAOs use their research products, once produced. Four indicators were proposed in 2005:
- Different messages are sent to different audiences. Not broadcast to all.

- Diversity of info products increases over time
 - Timeliness improves
 - Targeting differentiates by gender
45. The RAO Funding Application Form does has one question that asks “What communication strategies do you have to ensure that your research has impact?” The answers provide some baseline data, but it is very variable in its focus. For example, ABANTU listed the media they use, ARK provided a one-sentence general statement, and AWLA referred to their planning process. While sometimes interesting, this data cannot easily be used as a baseline. While there is no section of the RAOs’ Narrative Progress Reports which asks specifically about communications activities RAOs are asked to identify the “target groups that received or used the output delivered” (part 3.1) This is probably the most useful information that can be sought since it enables some wider mapping of where all RAO products are being targeted and it also enables some follow up contact with those targets to see if they received the products, and what they thought of them. As noted above, same report format also seeks a ranking judgement on which of the reports were seen as most / least successful, as judged by the RAOs. This could guide where follow-up contacts would be most worthwhile (i.e. with the higher ranking items).
46. The diversity indicator may be inappropriate. Research quality might be expected to increase through RAO’s specialisation, not diversification. Timeliness could be tracked in the context of follow up contacts with the most important targets, but would not seem easy or worthwhile quantifying on a wider basis.
47. Differentiation of targets by gender may be evident in the contents of the research products, and their reported targets. Perhaps more important will be to identify if there any gender differences in readers reactions and uses of these products.

P5: Improved cooperation between RAOs

48. The following five indicators were proposed in 2005:
- More RAOs share a widening range of information with each other
 - Number of joint funding proposals increases
 - Number of jointly managed advocacy campaigns increases
 - Number of non-G-rap funded RAOs included in above trends also increases
 - RAOs more engaged with gender focused RAOs and networks
49. The RAO Funding Application Form asks for “Details of any working contacts you have with other RAOs”, and information from this source was used in late 2005 to build up a provisional picture of RAO relationships, showing who was working with whom in 2004. The baseline survey carried out in late 2005 also asked specifically for information about other RAOs that the funded RAOs were working with in 2005, and a rating of the relative importance of each of those relationships. Both sets of data now need to brought together in one analysis (See section 6 below).
50. The RAOs’ Narrative Progress Reports format requires reporting on “How has collaboration been strengthened?”, but it does not refer specifically to RAOs. The question includes “joint campaigns, collaboration, networking, with other RAOs / CSOs / CBOs”. All RAOs have provided some form of information in this section but it is broadly descriptive rather than quantitative (e.g. using the above indicators). This may be more appropriate, since it is not the numbers of collaborative acts taking place that is important, but the qualitative details of who is working with whom, on what issues, and how this compares to past patterns of relationships.

51. Gathering data on the first indicators is a challenge. A proxy indicator might be changes over time in the number of other RAOs (and other NGOs) each RAO has a working relationship with during the year, assuming that different types of relationships would involve different kinds of information flows. Increases in the number of joint proposals is in theory relevant but in practice dependent on funding agencies being available and ready to provide such funding. G-rap has moved in that direction, but is constrained by limited resources.
52. The “number of jointly managed advocacy campaigns increases” is a dubious indicator, since quantity may be the enemy of quality. Instead it would be better to expect that all funded RAOs were part of at least one active advocacy campaign, and that all campaigns were linked by some shared RAO membership, so that lessons learned by one campaign were more likely to be shared with other campaigns.
53. The “Number of non-G-rap funded RAOs included in above trends also increases” can be tracked by monitoring the names of other organisations listed as members of the campaigns that are of interest to G-rap. While a healthy sign in itself, it is unlikely to signify anything about the state of cooperation between RAOs.
54. “RAOs more engaged with gender focused RAOs and networks” can be monitored, but may be a challenge to achieve, since it appears that gender related networks are already the most common type linking the existing set of RAOs together. In the network diagram shown above three of the 20 coalitions are gender related and they quite central, already linking six of the fourteen RAOs (and possibly others not reported).
55. In future it may be most useful to focus on documenting RAO involvement with named networks/coalitions/forums. This will require some continuing effort by G-rap to extract information from the RAOs’ Narrative Progress Reports, and from the organisers of these named networks/coalitions/forums (see section 6).

P6: RAOs build up a strategic set of relationships with CBOs.

56. The following six indicators were proposed in 2005:
- Number of partnerships between RAOs and CBOs increases – overall.
 - New relationships are planned (not just happening)
 - Strategically irrelevant relationships with CBOs are ended.
 - Existing relationships are prioritised. and this informs allocation of RAO resources
 - RAO agendas encompass local and regional issues. Not just national level issues
 - Grassroots CSOs draw on RAO analysis for advocacy work
57. The G-RAP Funding Application Form does not specifically seek information about RAOs relationships with CBOs, though it does ask more generally about relationships with CSOs. Given G-rap’s view of the importance of RAO-CBO linkage it would seem advisable in future to restructure that question so that it did focus on RAO-CBO relationship. CBOs are seen as potentially important sources of evidence (and grass-roots credibility) for RAOs’ research. To what extent they are actually used at present is however an important question that would be useful to investigate.
58. The 2005 baseline survey specifically asked about RAOs relationships with CBOs, and this information was subsequently collated into a network matrix (and associated network diagram). There were two striking features: (a) with the exception of ISDEC most RAOs had only a small number of relationships with CBOs in 2005, (b) Very few CBOs that were mentioned by RAOs had working relationships with more than one RAO. If that RAO was not interested in their

views, where else would they take their views, to ensure attention at the national level?

59. The RAOs' Narrative Progress Reports format has one section that inquires about relationships with CBOs, but along with relationships with other RAOs and CSOs. As with the Application Form, it would seem appropriate to ask more specifically about relationships with CBOs, possibly along with the districts those CBOs are located in. When collated and shared, this would then open up a means by which other RAOs could make contact with the same CBOs, or vice versa (with some assistance from G-rap or its sister funding agencies).
60. The Annual Progress Review makes an interesting one paragraph reference to RAO relationships, noting that most RAOs expected to make contact with CBOs *after* completing their research, apparently viewing them as channels through which their advocacy work can take place.

P7: RAOs build up a strategic set of relationships with government, parliament and MDBS donors

61. The following three indicators were proposed in 2005:
- Number of partnerships between RAOs and government, parliament and MDBS donors increases – overall
 - New relationships are planned (not just happening)
 - Existing relationships are prioritised, and this informs allocation of RAO resources
62. The original G-RAP Funding Application Form did not specifically seek information about RAOs relationships with government, parliament and MDBS donors. Either separately, or together as a group. The 2005 baseline survey did seek separate information on RAOs relationship with GoG (including parliament), and RAOs relationships with donors. The answers have since been aggregated into two separate network matrices (and associated network diagrams). Information was also obtained from some, but not all, of the RAOs on the relative importance of these relationships. The RAOs' six monthly reporting format includes a section (2.1) that specifically asks about "changes or progress in your working relations with the Parliament. Government Services, MDBS donors, NDPC, District level Authorities or services etc." The main challenge facing the reader of these narrative reports is to distinguish those relationships which are new, from those which are ongoing.
63. The 2006 Annual Progress Review sought information about RAOs relationships with Government and Parliament, but not with donors. RAO relationships were listed but not in any order signifying relative success or importance (which would have been desirable)
64. As with some of the other Purposes above, it is the descriptive information about the relationships, along with RAOs evaluative judgements about their comparative importance and success, that is more useful to know than simple numbers of partnerships, new and old. If this is agreed to by G-rap PMT then it may make sense to amend the RAOs reporting format to ask for relationships to be listed in order of relative success, at least, rather than in no special order at all. The second and third indicators are probably redundant, considering the limited resources G-rap has available to analyse RAOs progress reports. New versus old relationships could be identified by comparison with previous reports, or by asking RAOs to be more explicit about the status of the relationships that are described.

P8: The credibility and legitimacy of RAOs is improved, in the eyes of GoG and Ghana public

65. The following three indicators were proposed in 2005:
- More RAO documents are referred to in GoG publications
 - GoG and parliament contract RAOs for their services
 - RAOs are increasingly invited to debate policy issues on radio and TV
66. The original G-RAP Funding Application Form did not seek information on this issue, nor did the 2005 baseline survey. The RAOs' six monthly reporting format does include a section (2.3) that asks a generic question about RAO legitimacy: "How has the legitimacy of RAOs changed in the eyes of GoG and Ghana Public? How did such change come about and what is your interpretation of the changes?" Some RAOs responded as requested, others said they could not speak about the public perception of other RAOs. On reflection it may be helpful in future to list the three indicators as prompts within the report format, to signal the kinds of evidence being sought.
67. The 2005 Annual Progress Review has collated and listed the evidence available about improved credibility and legitimacy. However, as with other Purpose level evidence, this has been presented in a list form that is in no apparent order. The evidence that is cited includes:
- RAOs being contracted by GoG to do specific work
 - RAOs having meetings with GoG bodies (but not who called the meeting)
 - RAOs being "invited" to organise various events. Like many development agencies who report being "invited" to work in a country, this type of event may need some more investigation.
68. Of these, being contracted by GoG would seem to be the most verifiable, and significant in terms of signalling government opinion. But for some sections of the public it could also signal loss of credibility, for the RAO as an independent and constructive critic of government policy.

P9: RAO autonomy is not undermined through participation in G-rap

69. The following three indicators were proposed in 2005:
- RAOs are able to criticise G-rap, and its funding partners
 - Diversity is maintained in RAO research & advocacy agendas
 - Diversity in funding sources is maintained (See Purpose 1)
70. The original G-RAP Funding Application Form did not specifically seek information on the issue of autonomy, nor did the 2005 baseline survey. However, information on the third indicator is available from both sources, in the form of data on each RAOs' current donors. According to the baseline survey the median number of donors per RAO was eight. An analysis of the financial annexes to the RAO contracts with G-rap shows an average of 4, but with large RAO not reporting on other donors. The relative contribution of each donor to a given RAO would also be an important factor affecting RAOs' autonomy. If G-raps funding to a RAO leads it to becoming the biggest donor then there is in theory some risk of loss of autonomy (depending of G-raps behaviour as a donor). As of early 2006 G-rap was the largest donor in only one of seven RAOs for which there was data.

71. On an anecdotal basis, RAOs ability to criticise G-rap seems to be without doubt, but some ongoing documentation of the most significant incidents would be worthwhile.
72. Diversity in RAO research and advocacy agendas seem to be present, but is not easy to measure. One approach could be to survey RAOs interests in each others research products, and to analyse the results in terms of an issue network. An increasingly dense network of overlapping interests might suggest some loss of diversity. Another approach is to identify the incidence of specialists versus generalists as seen in the GPRS2 issues network, as shown for example in the first diagram above on page 8. Specialists are found on the periphery of such networks, whereas generalists are found in the centre. A decrease in the number of specialists would suggest a loss of diversity.
73. The presence of this purpose should raise questions about what sort of development strategy G-rap can have, if any, if it is not to infringe on RAO's autonomy. In discussions with IDEG in July a distinction was made between navigating and mapping. Meaning that G-Rap should not be navigating, but it could be mapping, and thus help RAOs do their own navigating. Mapping can take the form of collating data collected from individual RAOs, and re-presenting in the form of a bigger picture, that RAOs could then use to help them navigate the direction they want to go in. G-rap's strategy could then take the form of decisions about what areas to invest in mapping in detail, versus less detail or not at all. RAOs relationships with collations and with CBOs seem to be high priorities at present (See section 6 below).

The M&E challenge at the Purpose level

74. The main challenge at this level is extracting maximum value from the six monthly progress reports produced by the RAOs. These contain a wealth of data, but it is not easy to aggregate because it is mainly in narrative form. The six monthly G-rap Fund Narrative Progress Report, which seeks to summarise the contents of RAO reports, needs to make more use of ranking of the events described by each RAO, as they relate to a given Purpose or Output. Unsorted lists of events are hard to read and risk sending a message of G-rap having a non-existent sense of strategy, of what changes are seen as more important than others⁸.
75. The proposed move to having peer selected highlights of RAO six monthly reports placed in the G-rap website is another mechanism that can help highlight important content within RAO reports and ensure greater use of that content. But RAO reports typically contain a lot of other useful information. One potential direction still to be explored, is to encourage research students in Ghana and elsewhere to access these reports and to feedback their own analyses into the public domain⁹.

Output level M&E

76. There are eight Outputs in the G-rap Logical Framework. Each of these is discussed in turn below. The documents that should describe Output level achievements are the G-rap PMT reports, rather than RAO reports (as is the case with Purpose level changes)

⁸ In G-rap PMT reports that sense of strategy should express how the PMT sees events. RAOs can express their views in their own reports.

⁹ In those cases where RAOs have indicated their reports can be shown on the G-rap website

O1: G-RAP provides RAO donors with an attractive multi-donor funding mechanism which improves aid delivery

77. The June 2005 Logical Framework lists three indicators for this output
- Existing donors fulfil initial commitments
 - Number of participating donors increases over time
 - G-RAP % management overheads are less than (a) direct funding by donors, (b) comparable multi-donor funding mechanisms
78. The G-Rap Fund Account Quarterly Financial Report reports on the financial behaviour of the grantees, but not the donors. It would seem appropriate that G-rap's future reports also include information on whether "existing donors fulfil initial commitments", not only in terms of the amounts provided, but the timeliness of these payments.
79. The number of participating donors is reported on in the Annual Progress Report produced by the G-rap PMT, along with information on interested new donors.
80. The 2005 Annual Progress Report makes no reference to overhead costs (other than in the Logical Framework in the annex). This should be a factor influencing the interest of prospective donors¹⁰, and it should be information that is publicly available (as part of a pro-active response on public accountability). Comparisons with other sister funding agencies in Ghana would be the most immediately relevant, to both donors and the public in Ghana. Before that can happen it would be useful if the sister funding agencies could confer on how they could apply a common definition of what constituted overhead costs. Once agreed upon, overhead costs could be reported within G-Rap Fund Account Quarterly Financial Report¹¹, along with data on grantees' use of funds.

O2: G-RAP provides Core Funding to RAOs for three to five year periods

81. The June 2005 Logical Framework lists two indicators for this output
- 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
82. The grantee targets have been reported on in the 2005 Annual Progress Report. They are not referred to in the G-Rap Fund Account Quarterly Financial, but this would seem the most appropriate place for such reporting in the first instance. Similar to the suggestion above relating to donor behaviour, this would widen the scope of that report, to include the financial performance of G-rap PMT, and not just the grantees.
83. The current targets were defined in 2005, and may now need revision. Included in the revision might be some commitments to timeliness of grant transfers and speed of grant application processing. Both aspects of G-rap's performance would be of concern to current and future grantees, and presumably its donors.

¹⁰ In practice the more immediate concern has been the in/compatibility of systems for grant management and reporting

¹¹ Late note: In future these will be produced bi-annually, not quarterly

O3: G-RAP provides Once-Off grants to RAOs to enable them to become eligible for core funding

84. The June 2005 Logical Framework lists two indicators for this output
- G-RAP provide between 10% -15% of total grant value to emerging RAOs each year.
 - This target will be revised, as donor funding increases
85. The 2005 Annual Progress Report does not provide information on this indicator in the relevant section of the report (2.3.1 Grant Making [Outputs 1, 2,3]) but it could easily do so. This could be in the form of an “exploding” pie chart, showing the size of different categories of grants made, and sub-categories within them. This would be useful for reporting on Outputs 4 and 5 below, as well.
86. As above, the current targets were defined in 2005, and may now need revision. Similarly, some commitments could also be made to timeliness of grant transfers and speed of grant application processing.

O4: G-RAP provides Capacity Building Grants to RAOs

87. The June 2005 Logical Framework lists two indicators for this output
- 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
88. The comments made on Output 3 above also apply here
89. Additional indicators need to be included here relating to M&E of the capacity building grants. G-rap is already undertaking an Organisational Self-Assessment before and after providing capacity building grants to RAOs. This should be given recognition in this section of the Logical Framework, and then reported on in subsequent Annual Progress Reports¹²
90. Some of the narrative reporting in section 2.3.2 Institutional Capacity Building [Output 4, 5, 6] relates to RAO behaviours, and as such would better be reported on in the Purpose level of the document (sections 221.22.5). The focus in section 2.3.2 should be on what G-rap has delivered to the RAOs.

O5: G-RAP provides on-demand technical assistance to RAOs

91. The June 2005 Logical Framework lists one indicator for this output
- G-RAP provides a maximum of 10% of PMT technical staff time to RAOs on demand
92. It is not clear from the 2005 Annual Progress Reports if any such assistance was provided. If it is, it needs to be given recognition by being documented and reported on. It could significantly affect overhead calculations, and it's provision can be a complimentary strategy to planned OD assistance. However, if it is no longer seen as part of the G-rap strategy then this output should be removed from a revised Logical Framework.

O6: G-RAP provides capacity building to RAOs through third parties

93. The June 2005 Logical Framework lists four indicators for this output

¹² It was referred to in the 2005 Annual Progress Report (p.7)

- 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
94. The 2005 Annual Progress Report provides information on the second indicator, but not on the first, other than reporting there were difficulties in finding third party suppliers. More detailed reporting against the 2005 targets would provide better accountability.
95. As suggested with Output 4, it would be appropriate to include an additional indicator referring to the collection of baseline data, and post-assistance data on organisational capacity, via the Organisational Self-Assessment tool currently in use.

O7: G-RAP promotes and facilitates relationships between RAOs and other stakeholders

96. The June 2005 Logical Framework lists two indicators for this output
- Feedback of survey findings to RAOs (& number of participants in survey)
 - Number and scale of collective events aided by G-RAP
97. Feedback of survey findings was not reported on in 2005 Annual Progress Report, because it has not yet happened. But it should be visible in the next Annual Progress Report (e.g. meeting with donors in July, consultation with IDEG, and ongoing plans as in section 6)
98. The relevant section of the 2005 Annual Progress Report (2.3.3) focuses largely on RAO activities and provides only a modest description of what G-rap PMT has done in the past year. However Annexes 3a and 3b provide detailed information what events were organised by G-rap (9) and who participated in each event (individuals, their organisations and categories of organisations). Because of the amount of time G-rap PMT invests in these activities this data deserves more analysis, and reporting on within the main body of the Annual Progress Report.
99. At the least the following should be reported on in the main body of the report:
- Types of events organised, and numbers of these
 - Range of numbers of participants, across these events
 - Trends over time in nature of the participants: numbers and types
 - Judgements about the most and least successful events, from G-rap PMT point of view
 - Description of other events participated in by G-rap PMT, and their significance¹³

O8: G-RAP publicly communicates G-RAP's objectives, achievements, information resources, issues, participating stakeholders, etc

100. The June 2005 Logical Framework lists five indicators for this output
- # of Ghanaian and international members of emailing list continues to grow
 - # of copies of Newsletter distributed to RAOs, INGOs, donors, parliamentarians and others.
 - # of visitors to G-RAP Website continues to grow
 - At least 1 RAO convention held per year
 - Increase in requests for information made to G-RAP office

¹³ E.g. the 2005 report does describe the meetings of the sister funding agencies

101. The relevant section of the 2005 Annual Progress Report (2.3.3) provides a brief one paragraph summary, referring to the newsletter and website. Another paragraph referring to the RAO convention and inter-stakeholder meeting might better be reported on under Output 7 if these events were not designed primarily to communicate what G-rap was all about. Similarly, the fourth indicator should also be moved to Output 7 if the RAO convention is intended to be primarily for the benefit of the RAOs.
102. Data is now available on numbers of newsletter subscribers and website visitors, and could easily be reported in the next Annual Progress Report. The first indicator may need to be removed, if it is no longer a planned output.
103. Other indicators should also be considered for inclusion, including:
- Provision of a Public Disclosure Policy, on the G-rap website (see the argument for this in section 6 below)
 - Annual updating of a G-rap communications plan. One such plan (in the form of a products x audiences matrix) was produced in 2005 (see Annex B)
 - Provision of website statistics that differentiate which sections of the website have been the most/least popular.
104. The 2005 Annual Progress Review reported that “There was a feeling amongst RAOs that G-rap overrates the website. This is simply because the ordinary person will not have access to the website for information”. It then proposes the use of various mass media. This conclusion is based on a questionable view of what a correct communication strategy for G-rap would involve. It assumes G-rap needs high public visibility, which is probably not the case. It is the RAOs that need high public visibility. G-rap only needs to be visible to the RAOs, other RAOs who might be candidates for future funding, and donors, at a minimum¹⁴. Amongst the funded RAOs, 12 of the 15 funded RAOs¹⁵ do have their own websites, and links to these are all listed on the G-rap website

The M&E challenge at the Output level

105. The main challenge at this level is to ensure that the outputs (and associated indicators) still match G-rap’s current strategy for achieving its Purpose and Goal. Availability of data on the indicators should not be a problem, since the events relate to the G-rap PMT’s own activities. What is important is the continuing relevance of the indicators. Because G-rap’s strategy at this level should be more flexible than at the Purpose or Goal level, it would be useful if all output indicators could be reviewed at least yearly, to ensure they still fit G-rap’s current strategy.

3. Planning, Monitoring and Evaluation Processes

106. The report above has taken a cross-sectional view of what G-rap is monitoring, looking at each Goal, Purpose and Output, and then how it has been reported on in various documents produced at different stages (Application Forms, RAO Quarterly Financial Reports and Six monthly Progress Reports, and G-rap six monthly Narrative Progress Reports and Annual Progress Report, and the 2005 Annual Progress Review).
107. How these various documents, and other events and processes, feed into each other has been systematically documented by G-rap in a modified Gantt chart. This shows events (left column) x time periods (top row), with cells in the matrix representing when each particular event is expected to happen. Unlike many

¹⁴ And then maybe people working in government and in the mass media

¹⁵ Following recent funding decisions this figure may need to be updated.

Gantt charts, this also shows the important linkages into and out from each event¹⁶. Most importantly, this Gantt chart has been updated a number of times since mid-2005, indicating its continued relevance to G-rap management. A copy of the Gantt chart was included in the 2005 Annual Progress Report.

108. As well as ensuring that there is adequate monitoring of G-rap progress and achievements, the M&E Framework should also ensure that less frequent but more wide ranging reviews and evaluations are also used appropriately. In the G-rap context there are two major events that have such a wider ambit. These are the Annual Progress Review and the Mid-Term Review, both conducted by outside parties. Both are already scheduled into the Gantt chart referred to above.
109. At this stage three potential lessons are available from experience to date (of the 2005 Annual Progress review, and the design of the draft TORs for the Mid-Term Review). These have been extracted from a longer comment note on the draft ToRs for the MTR, and are shown below.

1. The MTR review should assess progress “*in the light of expectations as documented in the Project Memorandum, the current Logical Framework, and the minutes of the Funders Committee and Advisory Board*” The point here is that G-rap should be evaluated in the light of **documented expectations**. At present the core section of the ToRs provide a list of expectations of largely unknown origin and status. Stakeholders’ current views will be relevant, but they are likely to be diverse and changing. If they are the primary reference point for the MTR then the review will inevitably conclude that the project has failed (and the same would apply to most other projects in the same circumstances). Stakeholders’ views could however be sought on the current relevance of these documented expectations, and G-rap’s performance in relation to these expectations.
2. Lessons need to be learned from the experience of the 2005 Annual Progress Review. The ToRs need to set out set clear expectations about the limited use of anonymous comments. The default expectation should be that the sources of comments will be reported. Anonymous comments should be used sparingly, where the contents are important and where the source person is at risk of unfair negative consequences if their identity is disclosed. Allowing anonymous comments on the grounds of obtaining more forthright opinions is a weak argument. Anonymous opinions will be less verifiable and thus less trustworthy. In a program like G-rap forthright comments from stakeholders should be expected.
3. The current ToRs make no provision for feeding back interim results to the PMT, Funders Committee, Advisory Board or to a wider set of stakeholders. This is surprising. The Methodology section should *at least* include: (a) a feedback workshop at the end of the three weeks fieldwork by the review team, accompanied by an Aide Memoire; (b) a plenary workshop for discussion of the draft MTR report. Participants in the first workshop should at least include the PMT, FC and AB. Given that the field work is three weeks long (longer than many MTRs) an interim workshop mid-way through would also be appropriate

110. These lessons may or may not be taken on board by those responsible for the Mid-Term Review, and the Mid-term review process may generate other important lessons that need to be identified, documented and publicised. After the Mid-Term

¹⁶ Not just the “critical path” but all expected incoming and outgoing links

review is completed, a process review should be undertaken by the G-rap PMT, and the results disseminated to the FC, AB and RAOs, at least. It may be useful to publicise this proposal before the beginning of the Mid-Term Review.

4. M&E Training

111. Two of the expected outputs from the July 2006 visit related to training:
- The consultant shall produce inputs and a report for a second session of MSC training intended for Grantees. The session will refer to the earlier training session and use actual narrative reporting inputs by Grantees as case material (Jan and July 2006 narrative reports).
 - A draft plan for an M&E training programme based on existing in-country training modules of the GIMPA (Legon University), incorporating the MSC approach.
112. The second session of MSC training was provided to representatives on 4th July. A description of the process is given in section 2 of this report, above. It is proposed that a similar session should be provided again in January 2007. Before then the results of the July 2006 exercise need to be uploaded on to the G-rap website, and visitors' responses to those items needs to be monitored over the next six months, using the website statistics that are already available. It is also important that the uploading of these texts be publicised via the G-rap news letter. The selected texts, identified by peer review on July 4th, are provided in Annex C of this report.
113. A draft plan for an M&E training programme is yet to be developed, but its elements have been identified. The planned meeting with staff at Ghana Institute of Management & Public Administration (GIMPA), Legon University, did not take place but it is still on the agenda. However a meeting did take place between HD and Prof. Aryeetey at ISSER on the same issue. Parallel to these plans other relevant developments have taken place.
114. During the July visit a meeting was held of 11 people with interests and or responsibilities for M&E in Ghana, about the establishment of a MandE Ghana email list. Following that meeting the email list was set up, using the Yahoo groups service, at <http://groups.yahoo.com/group/MandE-Ghana/> A supporting webpage was set up at www.mande.co.uk/ghana/ This includes a section on "M&E in the Ghana news media", featuring items identified by Google. That email group now has 16 members, and this number is expected to grow through word-of-mouth promotion by its members, and G-rap PMT.
115. One of the objectives of the email list is "to encourage mutual learning between members, through exchange of questions and answers". It may also be useful for G-rap PMT to encourage GIMPA to publicise its draft training programme on this email list, for comment by the list members. Especially if G-rap is considering providing funding support for the training.

5. Communications Strategy

116. The final objective in the ToRs is 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. Two of the Tasks in the ToRs refer more specially to (a) a means of planning communications activities (modular matrices) and (b) the operations of the G-rap website.

117. In September 2005 a planning exercise was held with the PMT to identify the various G-rap PMT communications products and their expected audiences, and how these should relate to each other. It was recognised that many products would be targeted to a given audience and many audiences would make use of a given product. How this complex pattern of usage should work out in practice was documented in a network matrix, showing products down the left column and audiences across the top row. Cell entries showed which product was to be used by which audience. The results is shown in Annex B. By September 2006 it would be appropriate for the G-rap PMT to re-visit this plan and ask the following questions:

- What products and audiences are missing, and now need to be included? And do any need to be removed?
- Whether the relative priorities given to the different products and audiences are still appropriate or need changing? (See the summary column and summary row, respectively)
- Whether the cell values referring to the importance of particular products to particular audiences need changing?

118. The G-rap website was rated as the second most important product overall, after the Bulletin (now the Newsletter). In each of the visits some attention has been paid to the G-rap website, both its design and how its performance can be monitored and evaluated. The most recent issues, discussed mainly with EO, and to some extent with HD, are listed in the following six paragraphs.

119. **Clarification of the objectives** of the website may help with planning of the development of the website, and help ensure some aspects are not accidentally neglected. It will also make monitoring and evaluation of performance of the website much easier. There are a number of possible objectives, which ideally would now be subject to some prioritisation by the G-rap PMT:

- To aid G-rap project implementation
 - By promoting and explaining the G-rap grant making process (This relates to Outputs 1, 2, 3, & 4)
- To enable cross-grantee learning
 - By making documents produced by or about each grantee, available to the others. For example: new reports, newsletters that they produce¹⁷, coalitions they belong to. Their opinion could be sought on what kinds of information would be most useful. (This relates to Purpose 5)
- To assist RAOs with their advocacy tasks within Ghana
 - By making information on their events, publications and reports more publicly visible. (This relates to Purpose 4)
- To enable learning by RAOs from other parties inside and outside Ghana
 - By including relevant links to other specialist websites. E.g. ODI RAPID, GRC, G-rap donor websites, MandE NEWS. (This relates to Output 7)
- To enable learning by other parties inside and outside of Ghana who are involved in similar or related tasks to the G-rap PMT
 - E.g. funding bodies funding CSOs for research and advocacy purposes. By providing data on who G-rap is funding. (This relates to Output 1, 7)
- To provide a form of public accountability of the project, to the people of Ghana and G-rap donor countries
 - By the public provision of information on granting processes, expenditures and results to date. (This relates to Output 8, and the Goal (where increased transparency by GoG is very likely to be one of the desired policy changes).

¹⁷ IDEG, CDD, TUC produce newsletters

120. The January M&E Visit report recommended the **development of a workplan** for the development of the G-rap website, by EO. During this visit potential contents for such a workplan were discussed with EO and EO then developed a draft version, for discussion with HD. This work plan assumes a work budget of 20% of EO's available time per month (4 working days). It would be useful if the tasks in the workplan could be tagged by the objective(s) that they relate to in the list suggested above.

121. **New contents** proposed in discussions between RD, HD and EO included:

- "Top 10 publications" selected by each RAO, to be listed on same page as description of that RAO, but with an extra link from the home page e.g. "RAO publications"
- "Recent meetings", organised or attended by G-rap PMT, via a link on left side of home page
- "New additions to G-rap website" as a regular section of the G-rap newsletter
- "Google search (this website, & the web)" facility on bottom of home page, to help ensure people can find content within six-monthly reports and other relatively long documents that will be in Word or pdf
- "G-rap Fund Narrative Progress Report" (six monthly and annual), via a "Progress Reports" link on left side of home page
- "Comment" form included on "Contact" page, to enable people to post replies to G-rap, directly from the website
- "Subscribe to Newsletter" option on left side of home page

122. The issue of **transparency and public accountability** was raised in discussions between RD and EO. At present the website provides no information on expenditures of any type. Information on results of those expenditures is limited the G-rap annual report, whose whereabouts is not immediately evident on the homepage, and which is only accessible as a whole report (no separate section summaries or executive summary).

123. It was recommended that the PMT develops a Public Disclosure Policy and puts this on the website. The PDP details what sorts of G-rap information will be made publicly available, by default, and what information will not be available. This would presumably need authorisation by the Funders' Committee, and comment by the Advisory Board. The rationale here is that the G-rap website can either replicate inadequate common practice, or model good practice. Expectations about appropriate public disclosure about the use of public funds intended for the public good are very relevant to the overall goal of improving government policy and practice in Ghana. The Golden Rule probably applies here as well as it does elsewhere.

124. **Accessibility of the website contents** was also discussed, in the context of other discussions. (a) One link to a section of the website, a document on the website, or to a website elsewhere is not good enough. Visitors to the website need multiple routes to the same end. The more routes there are the more likely is that visitors will find what is available and which they may be interested in. (b) Links on the home page need be grouped (e.g. "G-rap PMT" related, & "Others we work with" related). (c) Web links on the home page need specific rather than general names (Sister funding Agencies, G-rap Grantees, Technical Assistance providers, Donors, etc). (d) The menu of links on the home page needs to be long and shallow, not short and deep¹⁸, (e) The home page still needs a Google search facility that enables visitors to find contents within Word and pdf documents on the website.

¹⁸ Deep = multiple layers of pages that need to be clicked through, wearing out visitor's patience

6. Baseline Survey Results

125. According to the ToRs, the second expected output of the M&E consultancy visit in July was that the “Consultant will present and launch the final G-rap baseline survey onto the G-rap website prior to the July 2006 visit. A brief presentation of the overview will be presented to G-rap Grantees and donors and other stakeholders.”

126. The baseline survey data was uploaded onto a temporary page on the web in June, at www.mande.co.uk/CivicEngagementwithGPRS2.htm. In addition, a .pdf version of the baseline survey results was also made available, on the same site. The location of this document has not been made public as yet, pending discussion of the results. The focus of this baseline survey was on RAO relationships with each other, and others (Purposes 5, 6, 7) and their engagement with the GPRS2 (Goal indicator 2)

127. On July 5th a PowerPoint presentation of the highlights of the baseline survey was given to a group of G-rap donors and other interested parties (WB, UNDP, RNE, RAVI-FFR). A meeting was also held with Emmanuel Akwetey of IDEG¹⁹ to discuss how the results could be fed back to the G-rap funded RAOs for comment, correction and use. In the meeting with G-raps’ donors the main point promoted during the presentation was that the results of the baseline survey presented G-rap (and its donors) with important strategy choices:

- Which organisations should work with whom and why
 - Priorities, and who not to work with
- Who should be making those choices
 - RAOs
 - Donors, and others?
- What is G-RAP PMT role here? As a neutral broker?
 - To help RAOs & Donors make choices about who to work with?
 - If so, how and where? (answer = the G-rap strategy)

128. G-rap can help both donors and RAOs by collating and feeding back information about who was working with whom, on what issues. Doing so has the potential to widen their choices, but leave the choices up to them. In the meeting with Emmanuel Akwetey a useful distinction was developed between *mapping* (by G-rap) and *navigating* (by RAOs). While this is consistent with the role of G-rap as a neutral broker, it still left questions about where G-rap needs to focus further mapping efforts, since it cannot map everything. The choice of what is mapped next could end up influencing RAOs “navigation” choices, and that of the donors as well. Should it map RAO-CBO relationships, or Donor-GoG relationships, for example? The former may be of more interest to donors and the latter of more interest to RAOs.

129. In the meeting with the donors they expressed a number of concerns about the quality of the baseline data. Both about some evident errors and omissions, and about the need for more depth to the description of the relationships that have been mapped. What was happening in each relationship that was described as existing in 2005? Just saying that a working relationship existed did not say much. Given that the baseline data set described relationships between 14 RAOs and 268 other organisations this demand for greater detail is clearly quite a challenge. In practice, before any more in-depth information is collected decisions would need to be made about which types of networks of relationships need this more in-depth description. Even plans to correct errors and omissions would need some prioritisation of this kind.

¹⁹ One of the key members of the Growth and Poverty Forum, which closely follows the GPRS process and agenda.

130. In the course of the meeting it was possible to identify a number of areas where one or more donors were especially interested in more in-depth descriptions of some of the networks of relationships. These included:
- Parliament x RAO relationships (DFID, RNA)
 - RAO x CBO relationships (RAVI)
 - RAO x media links (WB, DFID)
 - Sister funding agencies x their grantees (RAVI²⁰, G-rap MT)
131. In terms of issue networks, there were interests in RAO relationships with
- Decentralisation issues (UNDP)
 - Governance (WB)
 - MDDBS (WB, DFID, RNE)
132. In discussions with Emmanuel Akwete similar issues came up about what constituted a “working relationship” in the network diagrams, and the need for more detail about these linkages. The question of how to introduce the baseline survey results to, and obtain corrections and improvements from, the other RAOs was also discussed in some detail. It was suggested that particular sections of the baseline be introduced to small groups of RAOs, rather than the whole baseline survey to all RAOs at once. The reasons behind the survey would need to be made clear. This should not be difficult as they were clearly stated at the beginning of each interview, and are written down at the top of each survey form that respondents filled in.
133. It is important that conspicuous errors and omissions are corrected as soon as possible, so that aggregated results can be shared amongst RAOs. This can be done by sending to each RAO a table that shows their own reported relationships with other actors in 2005 (but not those of other RAOs, which will also need checking by themselves).
134. When these are received back and aggregated then steps can be taken to feed back the collective results to all the participating RAOs. At this stage it would make sense to start by feeding back aggregated views of specific networks that are likely to be of special interest, perhaps to both RAOs and donors. Such as RAO membership of alliances and networks? When this process has been substantially completed then the whole baseline survey report should be updated and made available on the G-rap website.
135. The baseline survey was a snapshot picture of RAO relationships in 2005, but reality moves on, and the picture of RAO relationships continues to change. The challenge to G-rap will be to update the baseline survey picture, but with least additional effort. In the case of newly funded RAOs there is a case for building a version of the baseline survey into their application forms, thus avoiding the need for a separate survey some time later, and providing access to comparable data on organisations that G-rap decides not to fund. With the existing set of G-rap funded RAOs the main source of new information on relationships will be the RAOs’ six monthly narrative progress reports. Some time will be required to extract the relevant information from the text of these reports, and there may be errors and omissions arising from both the reader and writer of these reports. Therefore, some further periodic feeding back of the updated details of each RAO’s relationships, for correction by each RAO, may still be needed. A plan needs to be developed for updating and feeding back collated results on an periodic basis.

²⁰ A meeting was held with FRR (supporting RAVI) about possible cooperation on support to the different networks RRF, RAVI and G-rap might want to focus on (e.g. Forest Watch, GPF or gender network)

Annexes

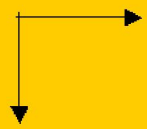
Annex A: Schedule of activities for the July M&E visit

Draft Program for 3rd to 11th July

Day	Time	Task	G-RAP staff	Others	Comment
Sunday		Arrive Accra			
Monday	AM	9-12 Planning session	HD & RD		Prep. work with PMT for rest of the week; website and communication issues;
	PM	9-12 Review plans for tomorrows workshop 2-3 Review G-RAP communications strategy Re-read RAO's 6 monthly progress reports >6 Plan Donors meeting PP	HD & RD RD RD RD		Disclosure policy, Documenting users of G-rap outputs
Tuesday	AM	9-12 Meeting with RAOs re Progress Reporting	All G-RAP team?	G-RAP grantees	Work session with RAOs: how to use G-rap narrative reporting format; what systems are in use at RAO side; what needs?
	PM	Review results of AM meeting 12.30-2 Paddy to call G-rap 2-3.30 Meeting with StratComm 4-5 Review G-RAP website and email list use 5-6 Review plans for tomorrows workshop >6 Prepare presentation for Weds AM meeting	HD+? HD, EO, RD EO, B, RD Hans & RD		G-rap comms strategy
Wednesday	AM 9-11	9-11 Meeting with Donors: Baseline survey & G-RAP strategy	All G-RAP team?	Funders committee & Advisory Board	Baseline survey with FC and Board members (+Daniel, Catherine Martin, WB Philip, PGF Emmanuel, RAVI Sam Ocran, Gbagbin...) Core grant use for salary top ups, coming year plans, M&E training involvement
	PM	12 Meeting with ISSER 2 Review results of AM meetings 3-5 Meeting re Ghana M&E network Review plans for tomorrows workshop	HD, EO, RD HD, EO, RD		Intros, UK example, global and Ghana context, M&E issues and their perceived priorities, membership criteria, moderation and management
Thursday	AM	9-12 Sister funds meeting	HD, EO, RD		Data sharing formats, and use of shared data to collate the bigger picture
	PM	Review results of AM meeting 3pm Meeting with Peter Evans Meeting with EO, Bertha+, re Comms 4pm IDEG ?? RAVI Board meeting	RD, HD, PE, EO RD, EO, B, HD only		M&E of Capacity Building, Capacity Building of M&E Record keeping and analysis of comms activities Re use of baseline survey Funding decisions
Friday	AM	Meeting with Terry Green & FW & RAVI	Terry Green & Renee		check with TG
	AM	Review and plan follow up work arising from this week	All G-RAP team?		
	PM	Review M&E tasks for coming months	Hans &...?		
Saturday					
Sunday		Planning RAVI MSC workshop			
Monday	AM	RAVI MSC workshop			
	PM	RAVI MSC workshop			
Tuesday	AM	RAVI MSC workshop			
	PM	RAVI MSC workshop			
	PM	Leave Accra			

Annex B: G-rap PMT Communications plan, developed in September 2005

Cell values indicate the importance of the row product to the column audience. Key: 3 = most important, 2 = medium importance, 3 = less important

version 50914 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	3	1	3	2	1	2	1	2	2	1	1	47
3	Brochure	1		1	1		1	1	1	1				3	1	2	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	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	16	
17	Event Papers		1								1	1	1					2						6	
18	Media coverage & Publ.		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	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

Annex C: Peer selected sections of RAO narrative progress reports

Based a workshop with 14 RAO representatives on July 4th 2006, at CDD
It is suggested that the text with ~~strike through~~ should not be posted on the G-rap website, in order to ensure some degree of equal treatment between RAOs report sections, some of which were much longer than others.

ABANTU
<p>2.1 Indicate changes or progress in your working relations with the Parliament, Government Services, MDBS Partners, Donors, NDPC, District level Authorities or Services etc.</p> <p>ABANTU through its coalitions and networks has strengthened its working relations with the above institutions. Its ability to secure information from Parliament has been assured through by having a representative of the organisation accredited to Parliament. This has enabled the organisation to have easy access to all Parliamentarians, especially the 25 female Parliamentarians who actively participate in programmes. Bills to be passed in Parliament become accessible and comments on these bills are sent Parliament. They also become information utilized in our advocacy work. With other policy makers and institutions, especially district level authorities, a number of critical initiatives have strengthened relationships with Ministry of Women and Children's Affairs and the Ministry of Local Government. A strategy paper has been developed collaboratively with these institutions as well as with Institute of Local Government Studies and National Association of Local Authorities of Ghana to prepare the grounds for the 2006 elections. With the development partners, ABANTU is increasingly being seen as a focal point where discussions around critical issues of gender are raised and analysed. Such issues include gender and governance, gender and poverty. [182]</p>
CDD
<p>2.1 Indicate changes or progress in your working relations with the Parliament, Government Services, MDBS Partners, Donors, NDPC, District level Authorities or Services etc.</p> <p>The Center held a number of capacity building workshops with MPs and Parliamentary support staff. Relationships between these groups and other Parliamentary Committees have improved and there has been expression of interest from them to support future programs to be held with their involvement.</p> <p>CDD held joint programs with the Canadian Parliamentary Center on the 2006 budget review for MPs. CDD has also been invited by many Government Organizations to participate in most discussions of great importance and the Center likewise has contributed effectively to these discussions</p> <p>2.2 How has collaboration been strengthened (i.e. joint campaigns, collaboration, networking) with other RAOs / CSOs / CBOs?</p> <p>Collaborations have been strengthened through an informal formation of a network of NGOs that engage in similar activities. In the past the Center has collaborated with CPC on parliamentary support programs. G-RAP has officially made networking of RAOs possible and RAOs have tried to get each other involved in their programs when necessary. [140]</p>
FOSDA
<p>2.1 Indicate changes or progress in your working relations with the Parliament, Government Services, MDBS Partners, Donors, NDPC, District level Authorities or Services etc.</p> <p>FOSDA has been working with the Ghanaian Parliamentarians especially (i) Select</p>

Committees of Interior and Defence (ii) Mines and Energy (iii) Communication. The level of consultation between FOSDA and the Select Committees has continued to grow in quality.

Government has responded positively to civil society's demand which was led by FOSDA to establish a Commission on Small Arms and Light Weapons (SALW). FOSDA has also been invited to sit as civil society representative.

Relationship with civil society and the District Assemblies has continued to improve. FOSDA has enjoyed collaboration and support from the Northern Regional Administration and the Yendi District Assembly by participating in Peace and Development Projects initiated by FOSDA. Last year the Yendi District Assembly's response to FOSDA's Ride for Peace Project in Yendi was not only limited to moral support but also financial contribution was made. [139]

IDEG

1. What changes did you see in pro-poor government policies (in design, implementation or review)? How did such change come about and what is your interpretation of the changes?

Growth and Poverty Reduction Strategy (GPRS) II reflects a policy framework wherein government has clearly indicated areas of change. In order to broaden the scope of the review on the development strategy, IDEG organised a number of interesting activities, two of which have high potential for significant impact on policy and priority setting regarding growth and poverty reduction.

The Institute convened the Growth and Poverty Forum (GPF), which brought together CSOs to input into the GPRS II policy document. Meetings with public officials represented an attempt by IDEG and the GPF to engage in high-level decision-making by the Cabinet via the NDPC, the development partners through participation in the CGM, and the legislators through the PRC of Parliament. In addition, the Institute also established the Governance Issues Forum (GIF) at the regional level, which promoted regional dialogues between citizens and their district/regional authorities on setting development priorities in their communities. What was interesting about the two **pro-active approaches** is that they engage public institutions and officials responsible for making decisions on and implementing programmes of development. The respective forums of non-state actors did so as a *unitary actor* with a common agenda of collectively formulated and well-articulated views on policy issues and identified set of 'representatives'. As a result, the national budget for 2006 reflected some of the priorities that GPF and/or GIF participants had promoted.

Needless to say, all these developments are significant to the expansion of the policy and institutional spaces for enhancing interface between state and non-state (civil society and private sector) actors. Under its 2006 work plan, IDEG will spearhead the development of the GPF and the GIF into stronger networks of civil society and private sector actors, dedicated to effective participation in national/regional/district debates, dialogues and consensus-building on public policy choices and decisions intended to simultaneously promote high rates of economic growth, accelerate poverty reduction, and improved democratic governance in Ghana. [316]

IEA

2.1. Indicate changes or progress in your working relations with the Parliament, Government Services, MDBS Partners, Donors, NDPC, District Level authorities or services etc.

PARLIAMENT-The Institute continues to provide technical advise to several committees in Parliament. During the period under review, a number of parliamentarians held discussions with The Institute on The Peoples Representation Bill. This bill has been tabled for discussion on the floor of the house. They invited The Institute to review the Bill and present arguments for and against the Bill. This was duly done and the papers were presented by Hon. Owusu-Ansah, MP and Deputy Attorney General and Minister of Justice and Mr. Kwamena Ahwoi, Former Law Lecturer and Former Minister for Local Government and Rural Development.

Their presentations equipped the Parliamentarians with the relevant information needed to contribute to and debate the bill when it is brought before the floor of the house.

The Chairman of the Subsidiary Legislative Committee in Parliament Hon. Francis Agbotse also held discussions with The IEA with regards to how best the Parliamentary Committee and The Judiciary iron out difficulties regarding the New High Court Civil Procedures Rules. The Institute is yet to take up a review of these rules. Once this is done, it will be discussed with members of the Subsidiary Legislative Committee in Parliament as well as key members of The Judiciary.

GOVERNMENT- With regards to the Government, The Institute's working relationship and ties continues to grow from strength to strength. The IEA is often invited to comment and contribute to policy documents of various ministries particularly the Ministry of Finance and The Ministry of Justice. Notable among documents reviewed this quarter are The Whistle Blowers Bill and The Right to Information Bill. Key ministers of state also continue to participate in several policy discussions organised by The IEA and participate fully in discussions. [283] Notable amongst them are Hon. John Mahama, MP Hon Paa Kwesi Nduom MP & minister in charge of Public Sector Reform, Hon Dr. Richard Anane MP & minister for Roads and Highways, Hon Frema Osei Opare, MP & Deputy Minister for Youth, Manpower and Employment, Hon Mahama Ayariga MP, Hon Kenneth Dzirasah MP, Hon ET Mensah MP, Hon Michael Nyaunu MP, Hon Mohammed Ibn MP, Hon M.M. Mubarak MP, Hon Freddie Blay MP, Hon Lee Ocran MP, Hon Alban Bagbin, MP Hon Dominic Azumah MP, Hon Joseph Yielah Chireh MP, Hon, Mrs. Agnes Chigabatia MP and Hon Juliana Asumah Mensah MP among many others.

~~DONORS – The IEA's collaboration with The Netherlands Embassy reached a new and unprecedented level when IEA and NIMD's collaboration in building the capacity of political parties was extended to sub-regional activities.~~

~~MDBS – The IEA continues to strengthen its ties with the MDBS partners by inviting key figures from these organisations to participate in policy discussions and by commissioning some key members to prepare policy papers on actual policy issues being discussed at The Institute which provides a platform for its partners. All the publications of The Institute are received by all the parties mentioned herein.~~

ISODEC

1. What changes did you see in pro-poor government policies (in design, implementation or review)? How did such change come about and what is your interpretation of the changes?

Ghana's Annual Budget Statement for the 2006 Financial Year was presented to Parliament during the month of November for approval. Parliament, as usual, took barely a month to debate and approve the Budget. The government also solicited and received suggestions for incorporation into the 2006 Budget. However, it is not clear what proposals were submitted and which of them were adopted. All the same, these changes in the budget process mark a new phase in Ghana's economic management and budget process. In spite of the short period that Parliament used to debate and approve the Budget, it is still viewed by a large number of Ghanaians as an improvement in the budget process. It is hoped that disbursements will also start early and not wait till May, as has been the case in the past. The Budget also came with much more information than earlier budgets, although in appendices, but still leaves much to be desired. However, in content, there was no significant change in the economic policies of the government as outlined in the Budget Statement. Official figures continue to show improvement in the performance of the economy but general prices, especially with the increase in the prices of petroleum products, and poverty levels remain high. The Ghana Poverty Reduction Strategy update (GPRS II) has still not been officially presented to Parliament for debate and approval and/or officially launched. Meanwhile, it is supposed to take effect from January 1, 2006. Also, the announcement by the G8 of total debt cancellation for a number of countries, including Ghana, still remains a mere announcement. [263]

ISSER

4.1 Strategy, planning, decision making, knowledge management

We now focus on issues of equity and poverty reduction. Staff development and expansion of research facilities, as well as improvements in the way we communicate our research reports to our various publics have been the major planks of current planning. Decisions are made in a demonstrably transparent and democratic manner through the committee system. Knowledge developed or acquired by the institute is progressively processed, stored and systematised to ensure fast and reliable access by researchers, interested parties and the general public.

4.5 Marketing, public relations, communication

These centred on our research dissemination activities and interaction with other RAOs, MDAs, the academic community, private sector institutions and development partners. We launched a number of publications including "The State of Ghanaian Economy Report 2004" and the "Ghana Human Development Report 2004". The international conference on "Shared Growth in Africa" was very well marketed, as did budget review symposium. ISSER has created the "Economy of Ghana Network" as a platform for sharing and disseminating research findings and their policy relevance. The Institute's website is regularly updated. [169]

TUC

1. What changes did you see in pro-poor government policies (in design, implementation or review)? How did such change come about and what is your interpretation of the changes?

In the period under review (July – December, 2005), the National Development Planning Committee (NDPC) completed the preparation of Ghana's Growth and Poverty Reduction Strategy (GPRSII). The GPRSII has become the main economic and social policy framework for Ghana for the period 2005 to 2009. The main objective of the GPRSII is "to ensure sustainable equitable/shared growth, accelerated poverty reduction and the protection, promotion and empowerment of the vulnerable and excluded within a decentralised democratic environment". The strategies are designed around four main thematic areas. These are Macroeconomic Stability, Private Sector-led Growth, Human Resources Development, and Good Governance.

An important aspect of the GPRS process is the involvement of civil society in its formulation, implementation, monitoring, evaluation and review. The civil society in Ghana is gradually becoming more active in the public policy-making process through campaigns and dialogue with relevant public authorities.

Thanks to external financial support, civil society organisations (CSOs) in Ghana are now able to employ high-skilled employees/specialists who are able to analyse government policies and are able to offer recommendations to policy makers. The GPRSII has benefited tremendously from civil society inputs.

Government Budget for 2006 was presented to Parliament in November 2005. This was an innovation in national budgeting (usually budgets are presented to Parliament in February of the budget year). For the first time ever, attempts were made to invite the general public to submit inputs for the preparation of the Budget. However, due to the limited time allowed for the submission of inputs a few individuals and organisations (about 50) were able to submit inputs. Nevertheless, this was a good initiative and it is expected that subsequent budgets will benefit from contributions from a larger section of the population.[284]

TWN

3.1 Success ranking of research and advocacy products

7 papers on mining and extractive sector issues

- Briefing paper analyzing the issues and concerns in Africa's mineral sector and proposals for a policy framework for mining and energy ministers

- Service liberalization and the extractive sector in Africa
- Obuasi's Poisoned Fruits
- Foreign Direct Investment, Local direct impacts
- Mining Reforms in Mali leave the country poorer
- African mining ministers bite enough but do they have sufficient muscles to swallow?
- Ashanti Goldfields Obuasi Mine: a promise betrayed

WANEP

2.1 Indicate changes or progress in your working relations with the Parliament, Government Services, MDBS Partners, Donors, NDPC, District level Authorities or Services etc.

In August 2005, WANEP was invited by the Legon Centre for International Affairs (LECIA) to present a paper on "Border Security" at a workshop on National Security organised by the Ministry of Defence, UNDP and the Government of Ghana. WANEP also participated in several security meetings, seminars and workshops at government level in August and September 2005. Furthermore, in September 2005, WANEP collaborated with the Kofi Annan International Peacebuilding Training Centre (KAIPTC) to host the 2005 West Africa Peacebuilding Institute (WAPI) study programme. WANEP has been directly involved in the mediation process of the conflicts in Northern Ghana and also to the conflict between the Nkonya and Alavanyo at the district level. The Economic Community for West African States (ECOWAS) is WANEP's major partner in early warning and conflict prevention in West Africa with the financial support of USAID through CRS.

2.2 How has collaboration been strengthened (i.e. joint campaigns, collaboration, networking) with other RAOs / CSOs / CBOs?

WANEP believes that only through collaborative and coordinated efforts we could sustain peace in West Africa. WANEP Secretariat has always worked in collaborative peacebuilding by establishing strategic partnerships with community-based organizations, but also regional and internationally recognised organizations. WANEP is directly working with ECOWAS, and also participates in events at the AU and UN levels. Furthermore, WANEP collaborates with women's organizations, human rights, development, democracy and good governance, media and peacebuilding organizations. [213]

WILDAF

2.1 Indicate changes or progress in your working relations with the Parliament, Government Services, MDBS Partners, Donors, NDPC, District level Authorities or Services etc.

Our relationship with our key partner for implementing our women's access to justice programme has improved over the period. The donor has been impressed with our legal literacy work in the rural areas of Volta and Western Region to the extent of continuing the partnership. In the coming year plans are to expand to other parts of the county to enable women, men and children benefit from our legal aid services.

District Level Authorities/District Assemblies have been receptive of our interventions with their members. To enhance women's empowerment in the district using law as a tool, we collaborated with the Mpohor Wassa East District Assembly to train a number of Assembly persons as legal rights educators for the district. Since then the Assembly has consistently provided funds and logistical support for outreach activities to many communities within the district. In December 2005, assembly persons, gender desk officers and NGOs from 5 District Assemblies in the Western Region received training on national policies that affect gender work including the GPRS, the MDGs and NEPAD and local governance system and women's participation was addressed

In collaboration with NDPC, WILDAF organized a seminar for our network members and the larger civil society to critically address the gender concerns arising under the various thematic areas of the GPRS II. We distributed to many people the draft documents of policy. Subsequently, we were invited by NPDC to participate in discussion on the gender

dimensions of the various themes. We also worked on making input into the GPRS II through the Institute of Democratic Governance. Through our intervention we have established a relationship with the NDPC with the expectation that as the policy gets implemented we will be involved. [282]

~~We participated in many of the consultations during the APRM process and when the Expert Group arrived in Ghana from the APRM Secretariat to interact with civil society. At these fora, our emphasis was on ensuring that concerns on women received as much attention as possible. We will continue to support the process as it enters into a new phase of implementation.~~

~~Under the auspices of the Ministry of Justice with funding from the World Bank, WILDAF Ghana is working with FIDA Ghana on the Gender and Law Project. We will be producing legal literacy materials, a manual for legal literacy in Ghana and training community leaders to undertake community legal education.~~

~~In collaboration with the Domestic Violence Victim Support Unit of the Ghana Police Service and Spice FM we organized a project titled 'Faces of Violence'. The Ministry of Women and Children's Affairs was present and pledged support in subsequent events of WILDAF.~~