

Annex A: Proposed revised version of the G-RAP Logical Framework, as developed in April 2005

<i>Narrative Summary</i>	<i>Objectively Verifiable Indicators</i>	<i>Means of Verification</i>	<i>Important Assumptions</i>
<p>SUPER-GOAL [changes in people]</p> <p>Poverty in Ghana is reduced</p>	<p>1. As listed in the GPRS</p>	<p>1. GPRS Annual Progress Reports</p>	
<p>GOAL [changes in GoG]</p> <p>Pro-poor policy adopted and implemented effectively by GoG</p>	<p>[Using mixed methods]</p> <p>1. GPRS Indicators, as prioritised by the Funders Committee</p> <p>2. Indicators of policy changes which are of shared concern to RAOs (See Purpose 7)</p> <p>3. Monitoring of “Most Significant Changes” in government policy by RAOs [a non-indicator approach]</p> <p>Provisional areas to be monitored by 1 & 2 & 3 above</p> <ul style="list-style-type: none"> • Policy making process • Budget allocation • Expenditure of budget • Service provision • Gender dimensions of above 	<p>1. Annual Progress Report on GPRS and other M&E products, produced by NDPC</p> <p>2. RAO Convention records</p> <p>3. Thematic Workshop Findings</p> <p>4. Various other RAO publications, communications and media references</p>	<p>Linkages between policy implementation and lives of poor people [=Super Goal] will be monitored by RAOs and CBOs</p>

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<p>PURPOSES <i>[changes by G-RAP RAOs]</i></p> <p>1. RAOs that have been given access to G-RAP capacity building grants are able to gain better access to funding</p>	<p>1. Number of RAOs gaining access to core funding increase</p> <p>2. Number of RAOs gaining access to funding from new sources increases</p> <p>3. Number of RAOs gaining access to increased funding from their existing sources increases</p>	<p>4. G-RAP funding allocation tables</p> <p>5. Financial Report from RAOs (quarterly)</p> <p>6. Mid-Term Review field work</p>	<p>RAOs have capacity to absorb additional funds</p> <p>Donors continue to see CSO engagement in policy advocacy as a high priority</p>
<p>2. RAOs are more able to attract, retain, motivate and develop capable staff</p>	<p>1. Progressive improvements of professional competence of researchers hired by RAOs</p> <p>2. Improved performance of existing staff</p> <p>3. Mean duration of vacancies declines over time</p> <p>4. Sick leave rates decline</p> <p>5. Mean length of staff contracts grows</p> <p>6. Gender balance of staff improves</p>	<p>1. RAO personnel records</p> <p>2. RAO Staff appraisal records</p>	<p>RAOs do want capacity building which include development of HR systems</p> <p>There are enough qualified researchers and HRM staff available in the market to meet RAO demand</p>

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3. RAOs generate high quality evidence-based research based on robust primary sources	<ol style="list-style-type: none"> 1. [RAO] Peer Review assessments improvement over time 2. RAO references cited in <ul style="list-style-type: none"> • government and parliament policy documents • donors and civil society in their dialogue with government 3. RAO publications are gender sensitive 	<ol style="list-style-type: none"> 1. Peer review reports 2. RAO reports to MTR teams 3. Various other RAO publications, communications and media references. 	<p>RAOs are willing to engage in a peer review process</p> <p>Government policy-makers are willing to make effective use of information available from NGOs</p>
4. RAOs package evidence based research and use it in targeted advocacy activities	<ol style="list-style-type: none"> 1. Different messages are sent to different audiences. Not broadcast to all. 2. Diversity of info products increases over time 3. Timeliness improves 4. Targeting differentiates by gender 	<ol style="list-style-type: none"> 1. Database on contacts made with targeted audiences 2. Six-monthly reports 3. Copies of info products sent to PMT 4. RAO workplan & Progress Report 5. Various other RAO publications, communications and media references 	<p>A good advocacy organisation will maintain a good contacts database</p> <p>RAO workplan has taken into account the policy cycle of their targeted institutions</p>

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5 Improved cooperation between RAOs	<ol style="list-style-type: none"> 1. More RAOs share a widening range of information with each other 2. Number of joint funding proposals increases 3. Number of jointly managed advocacy campaigns increases 4. Number of non-G-RAP funded RAOs included in above trends also increases 5. RAOs more engaged with gender focused RAOs and networks 	<ol style="list-style-type: none"> 1. Baseline and follow-up surveys of RAOs re relationships with other RAOs 2. Reports of Annual RAO Convention – Plans of Action 3. MTR team 	Competitive grant allocation process does not inhibit RAO collaboration

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<p>6. RAOs build up a strategic set of relationships with CBOs.</p>	<ol style="list-style-type: none"> 1. Number of partnerships between RAOs and CBOs increases – overall. 2. New relationships are planned (not just happening) 3. Strategically irrelevant relationships with CBOs are ended. 4. Existing relationships are prioritised. and this informs allocation of RAO resources 5. RAO agendas encompass local and regional issues. Not just national level issues 6. Grassroots CSOs draw on RAO analysis for advocacy work 	<ol style="list-style-type: none"> 1.RAO Progress Reports 2.RAO workplans 3.Mid-term Review field work 4.RAO websites, workplans, and Progress Reports & annexes 5.Various other RAO publications, communications and media references. 	<p>Some CBOs will be available and interested in working with the RAOs, in a way that fits with the RAO’s strategy</p> <p>Trustworthiness of information collated and analysed by CBOs.</p> <p>CBOs are able to competently disseminate policy issues information from RAOs</p>

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<p>7. RAOs build up a strategic set of relationships with government, parliament and MDBS donors</p>	<p>1.Number of partnerships between RAOs and government, parliament and MDBS donors increases - overall</p> <p>2.New relationships are planned (not just happening)</p> <p>3.Existing relationships are prioritised, and this informs allocation of RAO resources</p>	<p>1. RAO Progress Reports</p> <p>2. RAO workplans</p> <p>3. Mid-term Review field work</p> <p>4. RAO websites, workplans, and Progress Reports & annexes</p> <p>5. Various other RAO publications, communications and media references</p>	<p>Not all relationships are formal and explicit, but nevertheless these can be valuable.</p> <p>Valuable relationships will become institutionalised and survive changes in leadership.</p>
<p>8. The credibility and legitimacy of RAOs is improved, in the eyes of GoG and Ghana public</p>	<p>1.More RAO documents are referred to in GoG publications</p> <p>2.GoG and parliament contract RAOs for their services</p> <p>3.RAOs are increasingly invited to debate policy issues on radio and TV</p>	<p>1.RAO Progress Reports to G-RAP – in annexes to</p> <p>2.RAOs Quarterly Financial Reports</p> <p>3.Mid-term Review field work</p>	<p>GoG can see RAOs as potential providers of paid services e.g. consultancies</p> <p>Credibility of external donor funding of G-RAP type funding mechanisms is not undermined</p>

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9. RAO autonomy is not undermined through participation in G-RAP	1.RAOs are able to criticise G-RAP, and its funding partners 2.Diversity is maintained in RAO 3.research & advocacy agendas 4.Diversity in funding sources is maintained (See Purpose 1)	1.Minutes of RAO meetings and Convention 2.Mid-Term Review 3.RAO Strategic Plans 4.RAO publications 5.RAO Quarterly Financial Reports	All RAOs want to be autonomous and not become more dependent on funders such as G-RAP
OUTPUTS <i>[by G-RAP PMT]</i> 1. G-RAP provides RAO donors with an attractive multi-donor funding mechanism which improves aid delivery	1.Existing donors fulfill initial commitments 2.Number of participating donors increases over time 3.G-RAP % management overheads are less than (a) direct funding by donors, (b) comparable multi-donor funding mechanisms	1.G-RAP activity and financial reports 2.Management cost comparisons with other options (a) direct funding by donors and (b) RAVI, made by MTR team	Donors are administratively able to make timely disbursements of funding, as committed
2. G-RAP provides Core Funding to RAOs for three to five year periods	1.G-RAP provide at least \$75,000 per year per RAO, to at least 5 RAOs per year, for at least 3 years 2.These target will be revised, as donor funding increases	1.G-RAP activity and financial reports	That there will be enough RAOs identified who can absorb the Core Funds, within the set funding criteria

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3. G-RAP provides Once-Off grants to RAOs to enable them to become eligible for core funding	1.G-RAP provide between 10% -15% of total grant value to emerging RAOs each year. 2.This target will be revised, as donor funding increases	1. G-RAP activity and financial reports	
4. G-RAP provides Capacity Building Grants to RAOs	1.G-RAP provides 5% to 15% of the total annual grants budget for Capacity Building Grants for RAOs 2.This target will be revised, as donor funding increases	1. G-RAP activity and financial reports	There are enough capable third party providers of capacity building assistance
5. G-RAP provides on-demand technical assistance to RAOs	1.G-RAP provides a maximum of 10% of PMT technical staff time to RAOs on demand	1. G-RAP time logs	
6. G-RAP provides capacity building to RAOs through third parties	1.Minimum of 10 days and maximum of 25 days per RAO, per 12 months grant 2.Completion of OD plan by participating RAOs 3.The above to be provided to at least 12 for Year1 RAOs 4.This target will be revised, as donor funding increases	1.G-RAP contracts (including ToRs) with Ibis, SNV, and other third party providers 2.Three ICB reviews per contract 3.G-RAP activity and financial reports 4.Two monthly visits to RAOs by PMT-OD person	See above assumption
7. G-RAP promotes and facilitates relationships between RAOs and other stakeholders	1.Feedback of survey findings to RAOs (& number of participants in survey) 2.Number and scale of collective events aided by G-RAP	1.G-RAP PMT Six-monthly narrative reports 2.Minutes and proceedings of workshops etc	

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8. G-RAP publicly communicates G-RAP's objectives, achievements, information resources, issues, participating stakeholders, etc	1.# of Ghanaian and international members of emailing list continues to grow 2.# of copies of Newsletter distributed to RAOs, INGOs, donors, parliamentarians and others. 3.# of visitors to G-RAP Website continues to grow 4.At least 1 RAO convention held per year 5.Increase in requests for information made to G-RAP office	1.Email list records 2.Website logs 3.Contacts database 4.G-RAP Six-monthly narrative report	
ACTIVITIES [by G-RAP] 1. Management and governance structures are established for G-RAP, including an Advisory Board and Funders Committee, and RAO Convention			
2. G-RAP establishes entities and procedures that enable pooled funding support to RAOs			
3. G-RAP establishes a RAO selection procedure, and associated funding strategy, that enables targeting of capacity building, and core funding grants to selected RAOs			
4. G-RAP establishes financial procedures for use within G-RAP and by funded RAOs			

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5. G-RAP establishes an organisational capacity assessment procedure.			
6. G-RAP identifies third parties capable of providing capacity building assistance to RAOs.			
7. G-RAP identifies means of facilitating networking between RAOs and with other actors [>Output 7]			
8. G-RAP establishes a range of communication channels, and develops an associated communication strategy, for communications with RAOs and other actors. [>Output 8]			
9. G-RAP periodically reviews and improves its internal procedures, as listed above, to ensure incremental improvement over time. This will include attention to gender mainstreaming, within all G-RAP procedures.			