Annual Review – post April 2018

Title: STRENGTHENING TRANSPARENCY ACCOUNTABILITY AND RESPONSIVENESS PHASE 2

Programme Value £ (full life): £23.13 million (DFID Contribution is £15 million, EU £2.92 million, and DANIDA £5.21 million) (Additional DFID Funds from DDGP Programme: £897,976.65 and £240,399 earmarked funds from DANIDA)	**Review Date: Nov 2018**

Programme Code: 204657	**Start Date:** 19/02/2015	**End Date:** 30/09/2020

Summary of Programme Performance

Year	2016	Feb 2017	Nov 2017	Nov 2018				
Programme Score	**A**	**A**	**A+**	**A**				
Risk Rating	**Medium**	**Major**	**Major**	**Major**				

DevTracker Link to Business Case:	**https://devtracker.dfid.gov.uk/projects/GB-1-204657/documents**
DevTracker Link to Log frame:	**https://devtracker.dfid.gov.uk/projects/GB-1-204657/documents**

A. Summary and Overview (1-2 pages)

Description of programme (1/2 page)

STAR-Ghana is a £23.13 million multi-donor funding arrangement consisting of funds from DFID, DANIDA[1] and the EU. The programme's goal is to further develop a vibrant, well-informed and assertive civil society that is able to contribute to national development and foster inclusive access to high quality and accountable public services for Ghanaian citizens. STAR-Ghana therefore has a dual focus to:

- Catalyse the efforts of citizens towards systematic change on specific issues; and
- Work towards the creation of a Ghanaian run corporate body to sustain support beyond the programme.

Three outcomes are expected:

- Support citizens' ability to influence change;
- Support the creation, utilisation and institutionalisation of spaces for collective civil society engagement in order to increase responsiveness of the executive and key state institutions at both local and national levels – in other words catalytic transformative spaces identified and used;
- Set up Credible national organisation with clear governance structures, financial and strategic management capacity.

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[1] DANIDA is expected to cease development funding to Ghana end of 2018 and therefore its funding to the programme is expected to be exhausted by 2018.

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DFID Ghana, as the lead donor, has contracted Christian Aid (CA) to implement the programme. CA leads a consortium comprising: MANGO (now Humentum), Social Development Direct (SDD), On Our Radar, the Overseas Development Institute (ODI) and Nkum Associates. The programme is implemented by a Programme Management Team (PMT) in-country and overseen by a Steering Committee (SC) (made up of ten experienced Ghanaians). DFID chairs the Funders Committee and represents them on the SC as well as the Grants Sub-committee and the Finance Sub-committee. The contract sets out that CA will shift from direct implementation to setting up an independent entity (STAR Ghana Foundation) that will continue to deliver STAR Ghana's objectives after the DFID programme ends in 2020. This means that during 2019 and 2020, CA's role will become more about mentoring; providing strategic advice and quality assurance.

Ghana is one of Africa's most successful democracies having held seven elections and transitioned from one political party to another on three occasions since 1992. However, patronage politics and hyper-partisan competition between the two dominant parties continue to affect distribution of resources. Public investment decisions are shaped more by political than technical or developmental considerations, which can reinforce patterns of exclusion. Ghana's middle income status and the President of Ghana's ambitious "Ghana Beyond Aid" agenda makes it more imperative to strengthen the capacity of civil society. As development partners exit or change strategies, Ghana will need a strong civil society to keep government transparent and accountable.

Civil Society in Ghana enjoys a wide range of civil liberties including freedom of expression and association and rule of law. The Government engages with Civil Society Organisations (CSOs) and demonstrates some level of accountability. However, CSOs' ability to influence policy generally remains low. CSOs in Ghana are competitive (around access to funds), lack capacity and are ineffective. Over the past decade, STAR-Ghana has been catalysing citizens' collective actions towards systemic change through grant making. STAR-Ghana II in addition to grant making is brokering spaces for CSOs to engage duty bearers on salient issues at both national and local levels. It is envisaged that the STAR-Ghana Foundation will sustain this role as a "centre for active citizenship, civil society and philanthropy".

Examples of National-level Policies Influenced:
1. Mental Health Authority Guidelines on Traditional & Faith-based Healers in Mental Healthcare
2. Checklist to track resource allocation to community mental health care in Ghana
3. Introduction of additional tax band for high income earners and tax on luxury vehicles
4. Parliament Hansard digitisation.

Examples of Local –level Results Achieved:
1. 4 District Bye-laws enacted to protect rights of elder women accused of witchcraft
2. Minority groups (e.g. youth, women, PWDs) made inputs into Medium Term Development Plans and budgets of district assemblies.
3. Persons with Disability Database built in 3 districts (Wassa East, Upper Manya Krobo and Lower Manya Krobo) to improve targeting
4. Teacher attendance and supervision improved in Yilo Krobo district.
5. Bye-laws enacted (in 8 communities in Asutifi South and Banda Districts and Kassena-Nankana Traditional Area) and budgetary allocations made (by Sissala West and Wa East districts) to prevent child labour and trafficking as well as early/forced marriages
6. Ada Traditional Council has taken steps to abolish age-old tradition forbidding women from participating in council meetings.

Summary supporting narrative for the overall score in this review (1/2 page)
Overall, the programme has made good progress since the last annual review. Milestones at the outcome level have been met, with ten (10) out of the 13 output level milestones met or exceeded. The programme has continued to deliver on its core business of providing grants and co-ordinating CSOs; providing spaces and building the capacity of civil society in Ghana through convening and catalysing roles; as well as establishing the STAR-Ghana Foundation. This has led to changes in policies and practices at both national and local levels. At the national level, the adoption of protocols by the Mental Health Authority for administration of health services in traditional mental homes

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and introduction of additional tax (Pay As You Earn) band for high income earners are among some of the results achieved. At the local level, there has been increased citizen participation in local governance and protection of the rights of vulnerable citizens through the enactment and enforcement of bye-laws. STAR-Ghana Foundation has also been established to sustain the programme's achievements. The co-creation process used in establishing the Foundation enabled civil society in Ghana to define the nature of organisation preferred and to validate the governance structures and aims of the Foundation. There were also consultations with donors and the private sector to begin building partnership for collaborations.

However, questions remain around whether the programme indicators are ambitious enough to effectively capture results beyond "numbers". Grant partners complained about the longer than expected turnaround time of the PMT while STAR-Ghana's convening role is being spread widely with limited impact. CSOs showed support for the establishment of the Foundation but concerns remain that the Foundation could generate counter-productive competition and thereby reduce funding available to them.

Recommendations for the year ahead (1/2 page)
- It is recommended that following the annual review, the logframe is revised in order to capture the qualitative aspects of the results particularly for outputs 1 and 2, where numerical indicators do not effectively measure what progress has been made. This will require either splitting up the qualitative and quantitative indicators or putting a weighting on each of them. Moreover, with the Foundation duly launched, employing additional indicators will help to track progress towards ensuring its sustainability.

- STAR-Ghana has to balance the need to take on topical issues with ensuring it does not spread the convenings too thinly and lose strategic impact. The convening, catalysing and coordinating role should be used to open spaces for civil society to influence policy actions on issues of **key** strategic importance. This may mean focusing on a smaller number of key issues and holding numerous events around them across a variety of stakeholders - rather than multiple one-offs. A review of STAR-Ghana's performance on the 3C role would be useful to document key strategies that worked or did not work, as well as its impact to inform the scope and approach for future events. Following this, STAR-Ghana should set out criteria for selecting issues to convene on and revise the logframe indicators to reflect the changes.

- If the Foundation is to attract funding and sustain CSOs buy-in, it must be able to **demonstrate its USP and its ability to deliver transformational change**. This will require the PMT to better articulate the programme's strengths and weaknesses; and to harvest outcome level results and aggregate them to show impact. This will allow the Foundation to be clear about its offer and bring in new streams of funding including philanthropy. To achieve this, the entity would benefit from an **independent review** of STAR-Ghana's impact to date. This would provide useful information to shape the strategic thinking on what the entity should focus on and provide evidence of change to strengthen strategic communication, including to donors.

- The Foundation will need to articulate its unique selling point (USP) very clearly and how it will play a distinct but complementary role to other CSOs. This includes being clear about its convening role either as a facilitator (that supports CSOs to deliver) or an implementer (that directly delivers on its own). Without this clarity, STAR-Ghana risks creating competition with other CSOs (especially Think Tanks) and losing their support.

- The Foundation's sustainability is largely dependent on its ability to raise funding beyond the programme. Although STAR-Ghana acknowledges this as a risk and puts forward mitigation strategies, DFID should include benchmarks in the amended contract and monitor to ensure targets are met.

- The new Foundation would require technical assistance and mentorship to be able to build its capacity (in programme and financial management and fundraising) to be sustainable. This would require tailoring the service provider's support to build the Foundation's capacity during the remaining years of the programme. DFID should work with the service provider to amend the existing contract to include key benchmarks to track progress and ensure a smooth shift in responsibility to the Foundation.

- Feedback showed that the PMT's turnaround time has dipped, presumed to be due to a heavier than expected workload. With possible changes in how the PMT functions in the coming year, as the Foundation is established, there is a need to understand gaps in PMT's capacity to be able to provide the needed support. Therefore, a job evaluation is recommended for PMT staff in order to understand the gaps (if any), sources of pressure and how to reduce these variables for increased efficiency. This will also enable the consortium to tailor its support to the PMT.

- The review confirmed increased support from some of the consortium members (SDD, Humentum and Nkum Associates) over the past year; consistent with the 2017 annual review recommendations. However, both SC and consortium members believed the uptake could have been more. SC members have limited information about the consortium offer and its efficient utilisation. It would be useful to organise an exchange among the SC, PMT and the consortium to agree on areas of support and design a work plan to actualise it.

- STAR-Ghana's grant making function enables less formalised Community Based Organisations (CBOs) to access funding and work on salient issues within their communities through partnerships with relatively stronger organisations. However, this also increases fiduciary risks. STAR-Ghana needs to ensure technical support is cascaded to downstream partners to be better at financial management and improve monitoring to help identify fraud and misuse of funds. In order to lower fiduciary risks, an assessment of effectiveness of STAR-Ghana risk mitigation strategies is recommended.

- DFID should work with CA/PMT to ensure that the current safeguarding manuals used in implementation adequately cover what DFID requires of its partners.

- DFID should ensure a clear management structure (and function) is devised between the incoming Governing Council and the service provider.

B: DETAILED OUTPUT SCORING (suggest 1 page per output)

Output Title	*STAR-Ghana providing effective convener, coordinator and catalyst (CCC) role*		
Output number per LF	1	**Output Score**	*B*
Impact weighting (%):	25 %	Impact weighting % revised since last AR?	N

Indicator(s)	Milestone(s) for this review	Progress
1.1. Number of convenings (spaces created or facilitated) by STAR-Ghana and its partners for dialogue with duty bearers on strategic and locally salient issues (including GESI/Anti-Corruption/Local Governance)	30 (15-STAR-G 15- Partners)	**Exceeded** **42** (26- STAR-Ghana ;16– Grant Partners)
1.2. Number of actions/issues arising fromconvenings by STAR-Ghana and its Partners being addressed by relevant stakeholders.	25	**Partially met** 29 issues arose, currently addressing 19.
1.3. % of stakeholders stating STAR-Ghana is playing a strong/very strong a) convener, b) coordinator and c) catalyst role	a-80 b-80 c-80	**Partially Met** **89.5** **77.3** **89.4**

Provide supporting narrative for the score
STAR-Ghana's 3C role (Convening, Catalysing, Coordinating and Learning) involves (i) *convening* a broad range of stakeholders for dialogues and to support identification of opportunities and critical entry points for action and engagement; (ii) *catalysing* change through joint working with new and innovative strategic partners; (iii) *coordinating* with a broad cross-section of actors, promoting joint influencing actions amongst partners, to ensure effective use of resources available.

Indicator 1.1: During the year under review, STAR-Ghana and its grant partners organised 42 convenings at both national and local levels on various issues. National level convenings focused on broader issues to include 'Ghana Beyond Aid', NGO and RTI Bills, Child Health Policy, disability, the Free Senior High School Policy and the Double Track Education System as well as sustainability of civil society organisations in Ghana. On the other hand, local level convenings (held by grant partners) aligned with STAR-Ghana's grant focus such as anti-corruption, Gender Equality and Social Inclusion (GESI), democracy (Elections) and local governance. Topics covered included Gender based violence, unapproved fees at health facilities, school feeding programme, teacher supervision, fertilizer smuggling and rosewood harvesting.

Indicator 1.2: A total 29 issues emerged from the convenings with 19 addressed. Most of the addressed issues emanated from convenings held by grant partners. These convenings formed part of grant partners' projects and in some cases are issues they have been engaging on for a while. This may be an indication that policy changes in most cases do not occur through one-off convening. It may also require that the convenor have the intellectual capacity and resources to support the processes over a length of time. However, it is important to recognise that sometimes factors beyond the control of the policy influencer affect the responsiveness of state actors. For instance, commitments to make budgetary allocations may wait for the next budget cycle depending on the time of the financial year the issue was raised.

Indicator 1:3: STAR-Ghana's annual survey showed that stakeholders (which include non-grant partners) believed the programme is effectively convening (89.5 %), coordinating (77.3 %) and catalysing (89.4 %). Most of the grant partners interviewed confirmed this during the review. Among the 3Cs, the Catalysing role was the most valued by grant partners engaged during the review. They reported that STAR-Ghana's catalysing role has contributed to building the capacity of their respective institutions for programme implementation and organisational sustainability. There was however some confusion around STAR Ghana's convening role- i.e. was it a facilitator or an implementer; with some grant partners cautioning that STAR-Ghana could run into conflict with CSOs by being an implementer. Most grant partners interviewed did not have knowledge about events convened by STAR-Ghana during the year except those they were directly involved.

Lessons identified this year, and recommendations for the year ahead linked to this output
- The PMT has to balance the need to take on topical issues while ensuring STAR-Ghana does not spread the convenings too thinly and so lose impact. For example, some of the convenings held or supported by STAR-Ghana were celebrations of events and did not lead to any concrete policy action. In a couple of instances, STAR-Ghana supported or collaborated with multiple organisations to mark the same event. While these events are critical periods to raise issues, it is important to ensure that these are leading to concrete policy actions of strategic importance. To help realise this, STAR-Ghana should by **April 2019**, set out criteria for selecting issues to convene on and revise the logframe indicators to reflect the changes.

- Bringing together the local and the national level organisations could further strengthen the convenings. The local organisations would benefit from the exposure to more experienced CSOs more familiar with how to influence policy; and the national organisations would benefit from having access to evidence around how central policies actually affect communities. This would further enhance STAR-Ghana's "honest broker" role.

- Emerging from the approaches used by the programme to convene (leading, collaborating and supporting grant partners) is the need for STAR-Ghana to remain a facilitator and not an implementer. As noted by most grant partners engaged during the review, STAR-Ghana's relevance would be in its ability to support civil society to create spaces, bring together policy actors to influence actions, which lead to improved service delivery. STAR-Ghana should establish this clarity by **April 2019** to guide future convenings.

- On Output 1.1, STAR-Ghana should provide follow-up actions taken on issues that emanate from the convenings (as annex) in quarterly reports to keep track of progress. This should focus on actions taken and not topics discussed. DFID should assess these in the next annual review.

Output Title	Effective strategic partnerships in place with policy level organisations (MDAs, Sector Ministries and Political Parties) and Parliament		
Output number per LF	2	Output Score	A
Impact weighting (%):	15 %	Impact weighting % revised since last AR?	N

Indicator(s)	Milestone(s) for this review		Progress
2.1. Number and percentage of quality strategic partnerships between STAR-Ghana and CSOs and Duty bearers (Sector ministries and Parliament) that have resulted in commitments towards or addressed systemic issues (including GESI)	30 (75%)	**Partially Met** 58 strategic partnership agreements signed with 45% addressing systemic issues	
2.2. % of Grant Partners' partnerships with Ministries, Departments and Agencies (MDAs) that are influencing policies on systemic issues (including GESI)	60	**Met** 70 % of grant partners are collaborating with MDAs to influence policies on systemic issues.	
2.3. Number of collaborations between Parliament (including Committees of Parliament, the Leadership of the House and the Parliamentary service) and CSOs towards enhancing the effectiveness of its oversight, legislative and representative functions	12	14- **Exceeded** This represents grant partners collaborations with 9 select committees on Trade, Subsidiary Legislation, Poverty Reduction, Health, Education, Lands and Forestry, Parliamentary Service and Leadership, Constitutional and Legal Committee and APNAC[2].	

Provide supporting narrative for the score

Indicator 2.1 focuses on strategic partnerships with policy influencers (CSOs/Media) and policy makers (state actors) that **have resulted in commitments towards or addressed systemic issues (including GESI**). Cumulatively, STAR-Ghana by September 2018 had signed agreements with 58 strategic partners (CSOs, Media, Ministries, Departments and Agencies as well as Parliament); and 45 % of these strategic partners have secured commitments to address systemic issues. These include policy influencers (CSOs/Media) under the Elections, GESI/Media, Anti-corruption and Local Governance Calls. In respect of state actors, STAR-Ghana established partnerships with eight (8) Parliamentary-select committees, the National Council for Persons with Disability (NCPD) and the National Youth Authority (NYA). It is important to note that some of the partnerships (especially for those with state actors) by September 2018 were yet to start or in their early stages of implementation. For instance, State Partners had not received their grants even by the end of September.

Indicators 2.2 and 2.3 assess STAR-Ghana's ability to facilitate strategic partnerships between CSOs and relevant state actors, including Parliament **to influence policy changes**. Achieving policy transformation means holistically addressing legal, institutional and social barriers to change. Consequently, STAR-Ghana's partnerships with State Actors are geared towards influencing institutional buy-in to respond to civil society's demands for policy changes. This is expected to complement support to CSOs in order to influence the desired changes. The complementarity of strategies and themes as well as the programme's consciousness in facilitating processes provides a strong trajectory for change. The programme's plan to ensure this complementarity however suffered due to delay in reaching agreement with state partners. Leadership changes in some MDAs (e.g. Ministry of Zongo and Inner City Development) caused this, as

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[2] African Parliamentarians Network Against Corruption (APNAC)

well as challenges with finding a suitable fund management arrangement for Parliament and delayed grant approval processes.

Nevertheless, 70% of grant partners established effective collaborations and joint actions with the state actors to influence policy changes. For instance, the Human Rights Advocacy Centre (HRAC) and the Ghana Mental Health Authority (MHA) worked in strategic partnership to develop protocols for administration of health services in traditional mental homes. These protocols have been well received by the traditional homes and are being implemented. SEND Ghana held policy engagement meetings with relevant Select Committees of Parliament, as well as the Ministry of Finance and the Ghana Revenue Authority (GRA) to demand progressive tax policies and initiatives that support vulnerable citizens. This contributed to the revision in the 'Pay As You Earn' policy introduced by the Government. The International Federation of Women Lawyers (FIDA) worked with the Commission for Human Rights and Administrative Justice (CHRAJ) and the Domestic Violence and Victims Support Unit (DOVVSU) of the Ghana Police Service to provide targeted responses to victims of domestic violence by generating data that is more inclusive.

At the local level, the Centre for Active Learning and Integrated Development (CALID) in collaboration with League of Youth Coalition (LYC) is contributing to reduction in incidences of payments without receipts and unapproved charges in three hospitals in Tamale. The review confirmed effective collaboration with management of the three hospitals, the National Health Insurance Scheme (NHIS), Commission for Human rights and Administrative Justice (CHRAJ) and community radio stations. These stakeholders have jointly planned and implemented policy education programmes to give clarity to NHIS service package. According to an informant at the Tamale Teaching Hospital (TTH), this has reduced tension between clients and the hospital officials over charges. Management of the three hospitals have also encouraged reporting of corrupt practices. For instance, the Tamale Teaching Hospital ((TTH) has publicised a telephone number for reporting (0546347216). NHIS card bearers have been empowered to challenge officials who attempt to extort monies from them while some hospital officials for fear of surveillance (by anti-corruption campaigners from LYC who sometimes go undercover) are deterred from engaging in corrupt practices. Hospital clients now insist on receipts for payments. As a result, the TTH reported 50% increase in revenue for laboratory services rendered by October 2018. Similarly, the Northern Regional NHIS Manager confirmed enhanced clarity on the NHIS service package by end users due to policy education held through community radio and town hall meetings.

Lessons identified this year, and recommendations for the year ahead linked to this output

- STAR-Ghana should set separate indicators for measuring progress of strategic partnership between STAR-Ghana and state actors on one hand and between STAR-Ghana and non-state actors (CSOs) on the other hand. This will allow for separate assessment of progress of each of these partnerships.

- STAR-Ghana needs to improve data capturing to provide information on results. Much of the data provided are about activities organised and not results achieved. The list of commitments to change policies and practices secured from strategic partners should be updated and submitted with the quarterly reports to DFID.

Output Title	*STAR-Ghana funding mechanisms effectively managed, helping projects to address locally salient issues (Expected outcomes)*		
Output number per LF	3	**Output Score**	*A*
Impact weighting (%):	20 %	Impact weighting % revised since last AR?	N

Indicator(s)	Milestone(s) for this review	Progress
3.1. % of projects evaluated as meeting expected outcomes (including mainstreaming GESI at a minimum)	80	<u>**Met**</u> **81**- (cumulative achievement of projects implemented so far)
3.2. % of partners with systems (Institutional and Operational) in place to ensure sustainability	60	**Exceeded** **97-** (86/ 89 grant partners)

Provide supporting narrative for the score

Indicator 3.1 assesses percentage of STAR-Ghana funded projects that are meeting expected outcomes. Report from STAR-Ghana quarterly assessment of partners' performance shows that on average, 81% of projects achieved the various milestones/outcomes.

On Indicator 3.2, grant partners interviewed confirmed strategic technical support from STAR-Ghana particularly for project design, reporting, financial management and monitoring and evaluation. Grant partners reported the process of scoping, developing and implementing calls increased the responsiveness of their projects to salient local and national issues. They also affirmed that the quarterly monitoring from both the finance and programme team have been instrumental in identifying capacity gaps and providing the needed support. However, this support is yet to extend to downstream partners by either STAR-Ghana or grant partners.

Feedback from SC and PMT pointed to increased support from two of the Consortium members- SDD and Nkum Associates. Both organisations corroborated this stating that there was significant improvement in their involvement during the year under review. However, both SC and the Consortium members interviewed agreed the support could have been more, particularly to the PMT and grant partners. Surprisingly, the SC was not aware of other Consortium members (e.g. On Our Radar and ODI) and their offer.

The development of spaces for learning through the communities of practice and learning (CoPL) and the 3Cs approach have also been critical to the results achieved under this Output. Grant partners spoke highly of the benefit of the clusters as having offered them opportunities to network and share resources. For instance, media partners in the clusters provided free services to some of their counterparts even beyond STAR-Ghana projects.

Feedback from almost all stakeholders (including staff themselves) was that the PMT's turnaround time has dipped. PMT mentioned that the significant increase in grant partners have not correlated with the required increase in staff. This feedback is consistent with DFID's observation of the PMT being slow to respond to requests.

STAR-Ghana's grant management (especially financial management systems) was reportedly slow and led to loss of time. For instance, grant partners reported two months' time lag between signing of time agreement and first disbursement. For small grant partners, this means actual project duration is 10 months and not one full year. Quarterly financial monitoring processes lead to additional loss of time. While envisaged that this would improve with the plan to pilot six months (instead of 3 months) advance to "trusted partners"[3], issues around staff strength and capacity needs to be addressed.

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[3] **Trusted partners**: those who have demonstrated high level of execution and compliance to their project plans and terms of the Grant Agreement; (strong medium risk partners) in the due diligence reports and have subsequently improved and recorded low risks and strong medium risk during monitoring visits and review of their reports (financial and programmes).

Lessons identified this year, and recommendations for the year ahead linked to this output

- Programmes that engage and challenge systemic barriers to inclusion and equality require longer-term interventions to make sustainable impact. Therefore, one-year period for small grants becomes too limited to make sustainable impacts. A response to this learning has been for STAR-Ghana to commission an independent review of the GESI small grant projects to identify those, which have demonstrated results. Based on the outcome of the evaluation, STAR-Ghana approved additional grants to upscale 10 small grant GESI projects to ensure sustainability of the gains. However, the grant partners are yet to receive the additional funding five months after the original agreements ended, causing interruptions in implementation of the projects[4]. To avoid grant partners under the Anti-corruption and Local governance facing similar challenges, it is recommended that STAR-Ghana by **February 2019**, commission review of these projects to ensure timely intervention, if necessary.

- STAR-Ghana's small grants have enabled community- based organisations to access funding to work on locally salient issues through partnership with relatively stronger organisations. However, downstream partners do not receive technical support from STAR-Ghana or the CBOs that funds them. This increases risk of misuse of funds. **By April 2019,** STAR-Ghana should submit to DFID a plan of how it would mitigate this risk and how it will include a particular focus on fraud so that all its partner organisations actively seek it out and report it.

- STAR-Ghana/CA should review its financial management systems to ensure that disbursement of funds happens within **two weeks of approval**.

- By **April 2019**, CA should conduct job evaluation of the staff of the PMT to understand the sources of pressure and submit a plan to improve performance. It is currently unclear whether the underperformance is a result of heavy workload or skills gap.

- By **April 2019**, CA should facilitate exchanges between the Governing Council and the Consortium members to share their offer and ways to support both the transition and programme implementation. The consortium support should cascade to grant partners to build their capacity for sustainability. Consortium members should also work collaboratively to enrich each other's contribution.

- DFID should consider a more flexible approach (in line with DFID guidance) on providing six-monthly payments to 'qualified' partners if the pilot proves effective in addressing challenges associated with the current financial management system and underspend. A review of this process is due in May 2019.

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[4] GESI Small Grant projects ended in May 2018

Output Title	STAR-Ghana established as a Ghanaian owned, strategic and sustainable Institution			
Output number per LF	4		**Output Score**	*A*
Impact weighting (%):	25 %		Impact weighting % revised since last AR?	N

Indicator(s)	Milestone(s) for this review	Progress
4.1. Level of Readiness for Institution (Including transitional plan and exit strategy and readiness)	STAR-Ghana National institution legally registered	**Met** -By September 2018, the name of the entity was confirmed as STAR-Ghana Foundation, 25 Subscribers identified to register the entity and Regulation drafted.
4.2. Capacity of STAR-Ghana Institution- as measured by SC set up, Staff in place, funding, structure, governance and Road Map	50	**66.7 % - Exceeded** (4 out of the 6 indicators met-SC refreshed, organisational and governance structure defined and road map agreed and implemented).

Provide supporting narrative for the score

The STAR-Ghana Foundation (with a tagline '…promoting active citizenship') was registered and launched in November 2018. By the end of the period under review, there was agreement on name and nature of the entity; four key strategic documents have been designed and a transition plan drafted. These included Organisational Change Strategy, the Branding and Positioning Strategy, the Fundraising and Financing strategy and the five-year Strategic Plan. The Foundation's strategy is unchanged from the current programme's strategy.

The governance and legal framework for the STAR-Ghana Foundation was also agreed and a list of 25 eminent Ghanaians nominated (by an independent Nominations Committee set up by the SC) and confirmed as Subscribers and Governing Council Members. The list has since increased to 30 to include five representatives of Civil Society Organisations to ensure ownership by Ghanaian civil society. Nine (9) out of the 25 Subscribers and six (6) out of the eleven-member Governing Council are (past and present) SC members to ensure continuity. Civil society received constant updates during the entire process with up to three rounds of consultations (2 in the period under review).

Subscribers are owners of the entity on behalf of civil society in Ghana. Being a Subscriber of the Foundation is lifetime unless a member voluntarily withdraws. To remove a member, a resolution must be passed by not less than two-thirds of those present and voting at a general meeting. On the other hand, Governing Council members hold office for a period of four years and shall be eligible for re-appointment for a further term of four years only. To ensure accountability between the Subscribers and Governing Council, five Subscribers serve on the Governing Council.

The process leading to the registration of the Foundation witnessed strong commitments from all parties, in particular the SC and the consortium. In order to deliver on time, the SC worked outside their regular agreed meeting times and invented ways of managing the workload. For instance, the team instituted an online meeting approach to help accommodate the busy schedules of the SC members and emergency meetings held when the need arose. Christian Aid, SDD, Humentum and Nkum Associates supported the design of the key strategy documents while PMT (in particular senior management) invested time in supporting transition activities and processes. Both SC and CA reported that DFID was very engaging and supportive during the year under review, which maintained good relationship and trust.

Co-creating the entity meant being flexible about approach to enable broader key stakeholders consultation and buy-in. This process was iterative and aided considerable learning by allowing the SC to explore what the entity should look like. All the same, it caused significant delay in implementation and cost- overrun leading to both SC and CA raising concerns. Ultimately, both parties believe that the process

has been complicated but productive and enhanced local ownership, which is a key ingredient for sustainability.

Indicator 4.2 measures the capacity of STAR-Ghana Institution - as measured by SC set up, staff in place, funding, structure, governance and road map. The SC was refreshed in the beginning of the reporting year and has been effective in leading the processes to establish the entity. As noted earlier, by September 2018, there was agreement on the nature and governance structure for the Foundation, which has subsequently been registered and launched. However, until there is clarity on the skills requirement and remuneration system, the transition of the current PMT into the Secretariat cannot take place. Fundraising activities intend to start in the coming year with plans to recruit a Fundraising and Marketing Expert. All the same, four out of the six criteria (66.7 %) have been met.

The draft strategic plan is a wholesale adoption of the current programme. While the Foundation is inheriting results achieved by the programme over the past ten years, it is important to recognise that it will need to raise funding of that magnitude to be able to continue what the programme is doing. This will require clear strategy based on lessons learnt to be able to amass the required funding to sustain the same approach and focus. STAR-Ghana recognises the need to look beyond traditional donors for sustainable funding. It has identified philanthropy giving and private sector funding as sustainable sources to pursue but it also acknowledges the challenges associated with these new sources. For instance, philanthropy giving is not nurtured in Ghana and therefore would require enormous amount of work to succeed. All stakeholders engaged echoed this concern during the review.

Lessons identified this year, and recommendations for the year ahead linked to this output

- With STAR-Ghana Foundation now established, a review of the logframe is essential in order to set ambitious targets aimed at ensuring that the Foundation prioritises initiatives that would promote its sustainability (e.g. fundraising, fund management and strategic communication).

- The GC should consider engagement with selected CSOs to fine-tune the Strategic Plan. This could enhance ownership by civil society in Ghana. CSOs (individual organisations, networks of coalitions, etc.) could be made to lead strategic objectives, which could be harnessed for joint fundraising.

- DFID and CA to work together to amend contract to make clearer how CA will support the Foundation build its capacity over the next two (2) years. This should include clear benchmarking of progress towards handing over to the Foundation and building its capacity to deliver. Key areas to prioritise include strategic planning, building fundraising and fund management capacity, setting up operational and financial management systems, recruiting competent staff and supporting the foundation to earn grant-making experience.

- DFID should consider including a benchmark on fundraising initiatives in the amended contract to provide strong impetus for meeting fundraising targets.

- STAR-Ghana's strategic communication should clearly indicate the "owners" of the Foundation and these must be those outside of CA or DFID. In the absence of key staff of the Foundation, the Subscribers and Governing Council members should be made visible. One way of doing this is to use **the faces of the prominent Ghanaians** among the Subscribers and Governing Council to promote the Foundation's credibility and support fundraising initiatives.

- Emerging from the review is the need to limit the term of the Subscribers to strengthen the credibility of the Foundation.

Output Title	*Communities of Practice and Learning (COPL) established, functioning effectively and learning for change*		
Output number per LF	5	**Output Score**	**A+**
Impact weighting (%):	15 %	Impact weighting % revised since last AR?	N

Indicator(s)	Milestone(s) for this review	Progress
5.1 % of stakeholders stating STAR-Ghana is playing a strong/very strong learning role	80	**Met** **81.3** stated STAR-Ghana is playing effective learning role

5.2. No. of learnings documented and shared annually to stakeholders (internally and externally)	2	**Exceeded**
		  i. Abridged Annual report,
		  ii. GESI Learning Paper,
		  iii. Learning document on Election
		  iv. Strategic Learning report

5.3 % of GPs demonstrating application of learning from Communities of Practice and Learning (COPLs)	60	**Exceeded** **69 %** (Perception survey results showed 69 %). Post learning event evaluation also showed that 83% participants learnt something new.

Briefly describe the output and provide supporting narrative for the score

Output 5 focuses on the programme's strategic learning and adaptation approach, strategic communication and the use of the Cluster approach as a systematic means to learning and development. The programme's annual survey results showed that 81 % stakeholders indicated that STAR-Ghana is playing an effective learning role. During the period under review, the programme published the; Abridged Annual Report, GESI and Election Learning Paper as well as Strategic Learning Report. The Communication Manager, with assistance from a Consultant from CA, gathered stories to develop communication materials. These materials contributed to improved strategic communication particularly before, during and after launch of the Foundation. The Election Community of Practice established in 2017 expanded its membership to relevant national institutions such as the National Peace Council and the National Commission for Civic Education (NCCE). The group is currently reviewing the recommendations submitted by the Constitutional Review Commission to find areas it could build consensus to move the process forward.
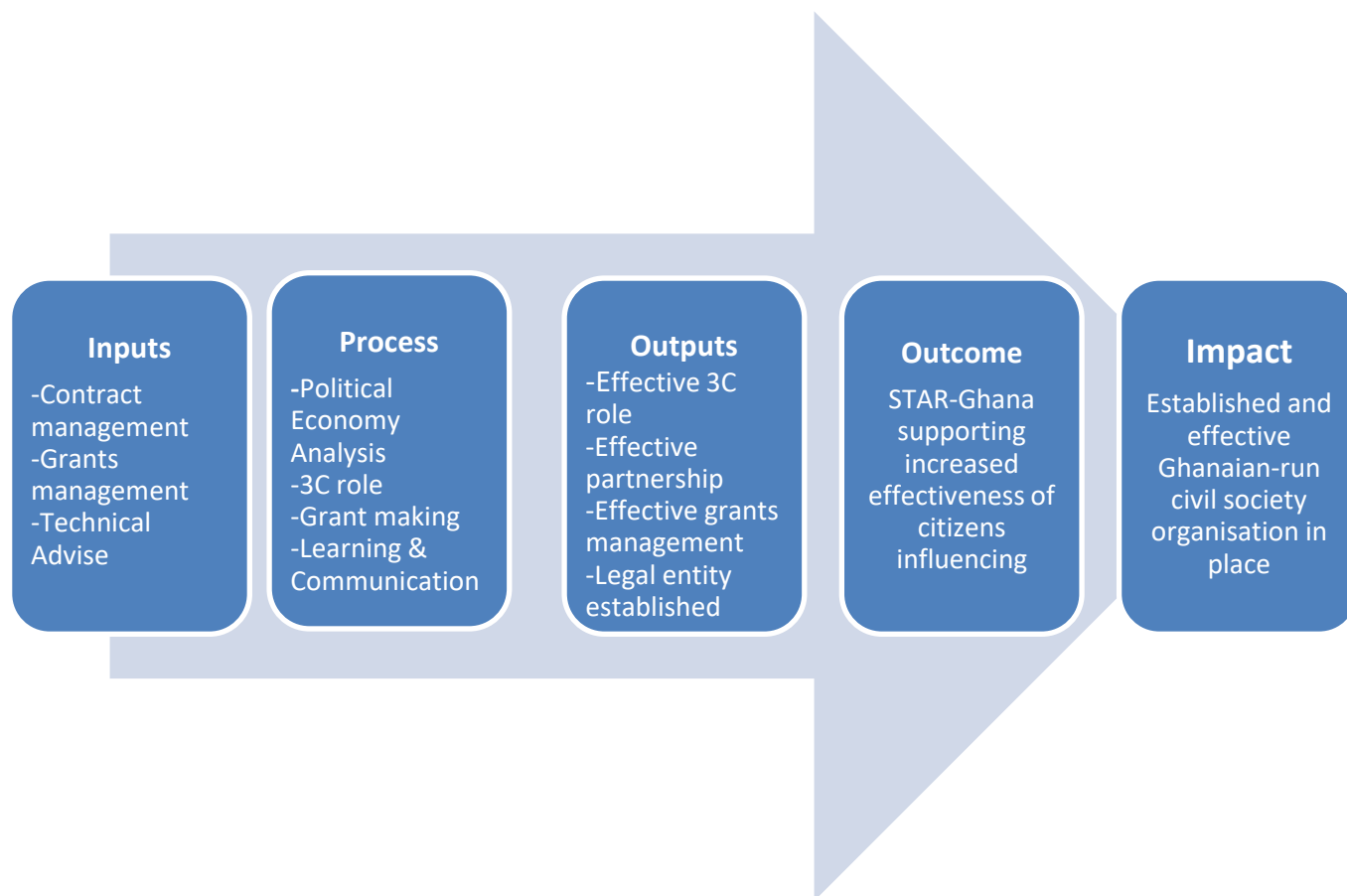
Grant Partners rated very high the value of the Cluster Approach to their work. CSOs working on similar issues formed a cluster to learn and share and to pursue joint initiative. Clusters have planned and engaged policy makers (e.g. Parliament) together. For instance, the Cluster on Land Rights engaged the Land Commission, Land Administrative Project and the Parliamentary-select Committee on Land and Forestry on review of the Land Bill to facilitate access and ownership of land by socially excluded groups. Policy makers are pleased with this approach as it enables dialogue on same issues at once as opposed to having to engage different CSOs on same issues. As noted earlier, grant partners have found through this approach spaces to collaborate with other CSOs and the media beyond the STAR-Ghana projects.

Lessons identified this year, and recommendations for the year ahead linked to this output

- Building on the experiential learning of individual clusters, the inter-cluster meeting on the focus areas of projects within each of the Calls has propelled the programme one step closer to the goal of building social movements as envisaged in the GESI strategy. However, challenges still exist. First, not all clusters worked at the same level of interest with some clusters being more active, based on the strength of the convenor. Secondly, for sustained effect of social movements, there is a need for a committed core working group to feed the movement with relevant information and direction. The inter-cluster learning therefore provides another level of interaction between the GESI Clusters as all the ingredients for a movement is readied awaiting a defining moment to take the issues forward.

- The communication materials produced for the launch of the Foundation significantly projected STAR-Ghana image. However, there is still lack of clarity on what defines STAR-Ghana Foundation. Although there is a strategic plan, the process could still benefit from an exercise to review impact of the programme over the past decade. This would help STAR-Ghana identify its strength to shape the focus of the Foundation's future work while strengthening strategic communication.

C: THEORY OF CHANGE AND PROGRESS TOWARDS OUTCOMES (1-2 pages)

Inputs	Process	Outputs	Outcome	Impact
-Contract management -Grants management -Technical Advise	-Political Economy Analysis -3C role -Grant making -Learning & Communication	-Effective 3C role -Effective partnership -Effective grants management -Legal entity established	STAR-Ghana supporting increased effectiveness of citizens influencing	Established and effective Ghanaian-run civil society organisation in place

The overall ToC remains relevant to the programme and its stakeholders and the assumptions and risks highlighted in the Business Case continue to be true. For instance, STAR-Ghana would need to engage in a politically astute manner to be able to carry along its constituents and influence policy. CSOs fear that STAR-Ghana could end up competing with them (especially for funding) remains, particularly with the Think Tanks. Some Think Tanks believe that STAR-Ghana's approach is undermining them and promoting the agenda of CBOs. This situations needs to be managed to enable STAR-Ghana Foundation earn its place fully as the honest broker of civil society spaces.

STAR-Ghana also needs to foster relationships with the programme funders (e.g. DFID, EU & DANIDA) and collaborate with other donor-funded programmes (e.g. GOGIG, Westminster Foundation for Democracy, Rule of Law and Accountability Programme (ARAP)) to broker relationships and secure commitments from state actors for change. Evidence shows that politically informed-based efforts that bring multiple stakeholders together (state and non-state), without necessarily providing direct financial support to any of these stakeholders could more deliver results. STAR-Ghana's convening role should be harnessed to achieve this.

Describe where the programme is on track to contribute to the expected outcomes and impact, and where it is off track and so what action is planned as a result in the year ahead (1/2 page)

The programme's impact is a "well *informed and active civil society, able to contribute to transformational change around key challenges of poverty, inequality and inclusion for all citizens*". This would be measured by three indicators at the end of the programme as follows:

Indicator 1.1 Level (/100) of human development in Ghana (Baseline-71.5/100; Target - 72.6/100)[5]; Ghana's score has consistently increased from 63.1 100 in 2015 to 69.9/100 in 2017 (Mo Ibrahim Index 2017 & 2018).

Indicator 1.2 Level (/100) of safety and rule of law in Ghana (Baseline -56.3/100; Target - 58.2/100): Ghana's 2016 score on Safety and Rule of Law (Accountability) dropped to 54.7/100. The 2017 index changed the indicator to Transparency and Accountability and Ghana score dropped significantly to 45.2/100 (Mo Ibrahim Index 2017 & 2018).

Indicator 1.3 Level (/100) of citizen participation and human rights (Baseline – 76.1/100; Target- 76.5/100): Ghana's score in 2016 dropped by 4.9 points but picked up again to 76.3/100 in 2017 (MO Ibrahim Index, 2017 & 2018)

The programme's outcome is to achieve "Increased effectiveness of citizen influencing change that advances democracy, accountability and social inclusion through Civil Society Organisations". Table 1 illustrates progress towards outcome indicators.

Table 1: Progress Towards Achieving Outcome Indicators

1.1.'Number of policies and practices that have been changed/or in the process (advancing democracy, social inclusion and accountability) following the actions of the Civil Society Organisations supported by STAR-Ghana.	• 19 out of 29 issues that arose from 42 convenings are being addressed (Indicator 1.2.). • 45% of strategic partners are working to influence policy to address systemic issues (Indicator 2.1) • 70 % of grant partners are collaborating with MDAs to influence policies on systemic issues (Indicator 2.2.) Examples of Policies and Practices influenced: • Grants partners have influenced draft Bills such as the Right to Information, Land, Affirmative Action, and NGO and Trust; • Grants partners facilitated development of Guidelines and checklist for regulating practice and tracking resources respectively in mental health services delivery. • Grant partners have influenced actions that protect vulnerable groups from abuse (e.g. elder women and children).
1.2. State and non-state duty bearers engaged by STAR-Ghana and its partners responding positively to citizens' demands around democracy, accountability and social inclusion.	There are evidences of duty bearers engaged by the programme responding positively to citizens' demands. For instance, there is increased transparency and accountability in the management of the 3% of the District Assembly Common Fund reserved for Persons with Disabilities (PWDs) in the Lower Manya Krobo Municipal Assembly (LMKM). This resulted from intervention by Youth and Women Empowerment (YOWE), a GESI small grant partner. YOWE engaged the Assembly to revive the defunct

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[5] STAR-Ghana will need to revise baseline

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	Disability Fund Management Committee (DFMC) as stipulated in the guidelines for managing the Fund. In the absence of the DFMC, the Assembly unilaterally decided on beneficiaries. The DFMC now holds quarterly meetings with PWDs in the Municipality to render accounts. PWDs accessing the Fund increased from 40 in 2016 to 70 by May 2018.
1.3. Credible national institution in place - as measured by CSO's and Donors against its financial and strategic management; and governance structures	By September 2018, there was stakeholder consensus on the name and nature of entity to be registered; 25 eminent Ghanaians had been identified as Subscribers and members of the Governing Council and Regulations for the entity had been drafted. STAR-Ghana Foundation was registered and launched in November 2018.
1.4. Level of compliance of Grant Partners to ensure the best results possible are obtained from the money spent (VfM)	Perception survey showed grant partners VFM performance as follows: 85.8% Effectiveness 80 % Equity 70 % Economy and 70 % Efficiency

A number of systemic issues influenced by STAR-Ghana grant partners have led to policy changes. These changes have improved access to public services for women, PWDs and other socially excluded groups; promoted traditional and socio-cultural systems and practices that safeguards rights of citizens. For instance, at the national level, FIDA has improved data on domestic violence by expanding the data collection tool of DOVVSU to capture data on the extent and nature of violence that occurs amongst GESI groups. At the local level, four district assemblies have enacted Bye-laws and made budgetary allocations to protect elderly women accused of witchcraft. Also in other districts (e.g. Asutifi South and Banda), eight communities have enacted Bye-laws to prevent trafficking, child labour and early/forced marriage.

Explain major changes to the logframe in the past year (1/2 page)

The logframe has gone through various iterations, ranging from providing definitions to the logframe terminologies, increasing milestone targets, and introducing one more indicator to increase the level of ambitiousness. These revisions aimed at providing clarity to the logframe and linking partners' work directly to the outputs and outcome of the programme. Quantitative indicators were expanded to include qualitative targets.

Describe any planned changes to the logframe as a result of this review (1/2 page)

The previous review recommended the need to increase the level of ambitiousness of the targets by expanding the quantitative indicators to include qualitative indicators. STAR-Ghana's reporting over the period has however focused on the quantitative targets performance. Therefore, there is the need to separate these indicators to ensure accurate measurement or assign weightings on each component.

D: VALUE FOR MONEY (1-2 pages)

Assess VfM compared to the proposition in the Business Case, based on the past year (1 page)

The key cost drivers remain the same as those identified in the Business Case: management fees/expenses for the CA-led consortium, the Programme Management team (PMT) in-country, and grants to CSOs/Partners. Overhead costs associated with administering the programme and making grants constitute the remainder of costs.

Three key recommendations were made by last year's annual review:

- consider how some of the indicators can be monetised for a more quantitative assessment to complement the qualitative aspects;
- establish comparators or benchmarks where possible for VfM indicators in order to enable a better informed assessment of programme VfM;
- identify metrics for planned activities and that can be used to track trends.

The PMT was supported by Humentum (a member of the Consortium) to revise the VFM strategy to address the above recommendations. Ongoing support is also being offered to capture VFM information for quarterly reporting to DFID.

Recommendations:
- Disaggregate financial data to enable assessment of efficiency of some milestones (e.g. SMS Platform and Convenings)
- Conduct VFM assessment of SMS Platform to determine its efficiency.

Explain whether and why the programme should continue from a VfM perspective, based on its own merits and in the context of the wider portfolio (1 page)

Economy: the robust management of costs	• Service contracts have been negotiated with hotels in Accra to ensure competitive rates within programme budget. Staff events are held outside Accra because hotel costs are cheaper. • The PMT undertook several actions to reflect VfM. This included the use of competitive tendering and preferred vendor lists. • Consultants are used effectively and only where there is clear added value.
Efficiency: maximising the outputs for a given level of inputs	• Ten out of the 13 output milestones were met or exceeded by the end of the year. • 70% of grant partners are also collaborating with stakeholders to address systemic issues, thereby meeting expected outcomes within budget. • 42 convenings were held against 30 planned. • There is however a need to assess the efficiency of the SMS Platform. The SMS Platform is a social accountability tool that facilitates engagement between citizens and duty bearers. Currently, the platform supports ten (10) projects in 30 districts across the seven regions. It has trained and linked 96 citizen representatives directly to 39 local government officials in their respective districts and has been assigned a full time staff supported by a Consultant from ODI. So far, 42 cases have been generated from 217 interactions translating into an average of 4.2 cases per project and 1.4 per district. The ratio of trained citizens to cases filed is 0.4 while that of duty bearers trained to cases filed is 1. There is low response rate in spite of the fact that targeted MDAs have dedicated staff trained to engage. Except for August 2018, which recorded the highest number of complaints of 16, the monthly reports ranged from one to five throughout the year. The extremely low response from duty bearers raises questions about whether this initiative is delivering the expected VFM to the programme.
Effectiveness: Ensuring that the outputs	• Outcome indicators are on track against milestones, with one exceeded, with less funds spent than budgeted.

deliver the desired outcome	• For the year under review, total annual expenditure was about £4.5 million out of the annual budget of £5.4m; representing 82% spend; a significant improvement over the previous year. • Grant partners have been able to influence policies and practices on salient issues at both local and national levels thereby impacting the lives of vulnerable people (e.g. elderly women and children). • STAR-Ghana Foundation has been established.
Equity: ensuring that the benefits are distributed fairly	• All Grant Partners have set out a clear justification to support decisions made about location and demography of target populations. • Approval of grants considered geographical representation. • STAR-Ghana currently disaggregates reach data by sex and PWDs. • All calls made in the past year have included GESI evaluation criteria. • 31 % (28 out of a total of 89) of the total grants portfolio were given to partners focused on social inclusion and gender equality issues. • Based on the GESI strategy, the support to Parliament focuses on the Select Committees for Health, Education, Local Governance and Gender to gather support for an inclusive approach to development. • Overall, 80% out of the total of grant partners are addressing GESI issues.

E: RISK (½ to 1 page)

Overview of programme risk (noting the rating from p.1) and mitigation

The Programme Director is responsible for overall risk management in-country and reports quarterly on updates of risk management. A detailed programme risk register is in place and tracks risks in terms of external context, delivery, operational, safeguards, fiduciary and reputational risks. It sets out the overall risks to the programme and serves as a tool to monitor mitigation strategies regularly. It is updated half-yearly, based on the SC and PMT's analysis of developments within the programme. The register was last updated in October 2018. Apart from the programme risk register, there is also a grantee level risk register drawn from the due diligence assessments as well as a Call risk register. This is equally monitored quarterly with increased attention to those partners categorised during due diligence assessments as high risk.

Seven (7) new risk items were identified over the past year bringing total risks documented to 24. The new risk items relate to establishment of the entity, potential loss of PMT members and proposed changes to the service provider's contract. The 24 risks include core risks and assumptions identified in the Business Case. All the risk items have been updated to reflect current risk ratings including those that did not materialise. Annex A provides full list of risks.

Three cases of misuse of funds by three (3) of STAR-Ghana's grant partners remain open. DFID is monitoring progress and actively providing feedback to the Central Fraud Team. STAR-Ghana has an important part to play in supporting "small" civil society and community-based organisations that are normally unable to attract donor funding. These risks are mitigated through the due diligence process. Once DDAs highlight potential financial issues, more robust mitigation measures are put in place from the outset.

Safeguarding at the local levels along with the increased number of GPs should be closely monitored. With a focus on GESI-related activities, which involves some vulnerable people, it is important that the issue of safeguarding forms an integral part of STAR-Ghana's quarterly GP monitoring exercise.

F: DELIVERY, COMMERCIAL & FINANCIAL PERFORMANCE (1-2 pages)

Performance of partners and DFID, notably on commercial and financial issues (1-2 pages)

Over the last year, DFID and CA have worked collaboratively to ensure an adaptive and responsive approach to programme delivery. The quality of programme delivery has been acceptable with few issues around reporting, turnaround times and financial management mainly across a large number of downstream partners.

Narrative reports are framed around the logframe, which does not effectively capture all programme activities and results. Therefore, the programme is unable to capture its impact and achievements fully. There also remains a need for more robust approach to strategic communications as highlighted by last year's review. CA has acknowledged this and the PMT/consortia have been actively working on how to efficiently measure impact and capture case studies.

On financial performance, the STAR-Ghana programme is 60% into its 5-year contract life with an overall burn rate of about 47%. The programme has spent approximately £10.7million out of its total contract funding of £22.9 million since inception. For the year under review, total annual expenditure was about £4.5 million out of the annual budget of £5.4m; representing 82% spend. Forecast accuracy for the year improved progressively over the quarters, starting from +/- 30% in the October – December 2017 quarter to +/-20% in January – March 2018 quarter and ending the year with +/- 10% accuracy. There was an improvement in spend and forecast accuracy in comparison to last year's expenditure of 65% of the annual budget and forecast accuracy of 65%. The PMT agreed with DFID to put in place measures to rigorously review forecast and spend over the quarters to ensure improved spending/accuracy.

The main cost drivers have been: grants and grant support to partners (broadly around financial management and mentoring on technical aspects of work streams), management fees/expenses, office costs, learning, capacity building and technical advisors' support from the consortium. *Table 1* below shows a detailed breakdown of cost drivers for the 5 year contract period as well as the specific year under review (year 3: October 2017 – September 2018). It provides information on budget and forecast performance for the contract period in column 2 and year specific in columns 3 and 4. In summary, spend on management fees and expenses (including payment by results) was £1,104,155 while direct grants to partners was £1,974,582. Other grant-related activities cost £1,397,362 culminating in total expenditure of £4.5million for the year.

	Inception to date Performance			Year's Budget & Forecast Performance (Year 3)				
GBP	5 Year Budget	ITD spend	% Spend	Budget	Spend	% Spend	Forecast	Forecast Acuracy
Management Fee	4,701,329	2,672,268	57%	968,049	1,019,882	105%	1,043,596	98%
Travel /Daily living	448,318	153,554	34%	58,110	45,497	78%	63,236	72%
Equipment	203,025	151,145	74%	96,686	35,734	37%	106,324	34%
Office	963,616	507,388	53%	135,655	127,426	94%	147,714	86%
Learning, capacity building-inception only	13,411	13,411	100%	-	-			
Steering committee-inception only	2,145	2,145	100%	-	-			
Communication-inception only	4,796	4,796	100%	-	-			
Professional fees/ others	267,269	14,169	5%	5,357	12,318	230%	20,660	60%
Sub total -Management Fees & Expenses	6,603,909	3,518,876	53%	1,263,857	1,240,857	98%	1,381,531	90%
Deduction for PBR	(584,814)	(584,814)	100%	(248,546)	(248,547)	100%	(248,538)	100%
PBR	584,814	462,902	79%	248,546	111,845	45%	179,613	62%
Total -Management Fees & Expenses	6,603,909	3,396,964	51%	1,263,857	1,104,155	87%	1,312,606	84%
Grant & Programme Expenses								
Grant -Direct to Partners	11,970,407	4,781,393	40%	2,827,248	1,974,582	70%	2,198,548	90%
Support to Grant making process	1,954,136	1,143,368	59%	751,827	694,368	92%	497,465	140%
Sub -Grants & other related costs	13,924,543	5,924,761	43%	3,579,075	2,668,950	75%	2,696,013	99%
Communication	102,574	54,484	53%	23,723	40,958	173%	59,186	69%
Learning, capacity building	801,414	513,940	64%	252,741	300,680	119%	502,788	60%
Steering committee	387,255	179,656	46%	75,293	129,405	172%	115,977	112%
Technical advisors	1,078,277	604,264	56%	237,601	231,951	98%	270,757	86%
Total Grant & Programme Expenses	16,294,063	7,277,104	45%	4,168,433	3,371,944	81%	3,644,720	93%
Grand Total	22,897,972	10,674,068	47%	5,432,290	4,476,099	82%	4,957,326	90%

Table 1: Detailed Budget and Forecast Performance for the year under review

Assets

A comprehensive asset verification exercise was conducted in January 2018. Assets were in place and in varied conditions (ranging from new to fairly good as some assets were transferred from phase I of the programme). There were no adverse findings; recommendations were made and implemented by stipulated deadlines. Since then, there has also been a 'light touch' spot check in October 2018, which equally found no major issues. The next assets verification exercise is planned for January/February 2019.

Annual audit

The annual DFID-commissioned programme audit conducted by Pricewaterhouse Coopers (PwC) was successfully completed in June 2018. The audit covered the one-year period from April 2017 to end of March 2018. It examined all financial transactions at both programme level and across all 40 existing grant partners throughout the country. For the year April 2017 – March 2018, the STAR-Ghana II programme was reimbursed £3.1million by DFID for expenditures made (£1.61million from management fees and expenses and £1.41million for grant related expenses) within the period. In the same period, STAR-Ghana transferred GHS10.27million (equiv. £1.68million) to partners. Out of the total transferred amount, £1.61million was expended and 1% of this expenditure amounting to £14,000 was questioned by the auditors. The questioned cost related mainly to unsupported/ineligible expenditures and non-compliance to agreed processes.

This audit concluded that there had been an improvement in particularly downstream partner financial performance. As a monitoring tool, DFID drew up an audit implementation plan, which was a collation of the key findings at both programme and PMT levels to track progress on addressing the issues. PMT followed up with partners and as at November 2018, all audit recommendations for the PMT and approximately 85% for downstream partners have been implemented. PMT should continue rigorous monitoring working with partners to apply best practice to ensure that compliance is sustained and embedded throughout partner project life. DFID will equally monitor progress for both PMT and grantees.

Date of last narrative financial report(s)	**12/11/2018 (Narrative report including financial report & annexes)**
Date of last audited annual statement (s)	**29/06/2018**

G: MONITORING, EVIDENCE & LEARNING (1-2 pages)

Monitoring (1/2 page)
The programme is monitored and evaluated by an M&E team led by a Monitoring and Evaluation (M&E) Manager and guided by the logframe, M&E manual and framework. A tool kit is also in place with various templates and assessment tools that aid monitoring and evaluation of interventions both internally (PMT) and externally (GPs).These templates have been aligned and analysed with regards to the expected outputs and outcomes in the programme logframe. GPs are required to have M&E systems to track progress of their interventions. The team does not only assess progress of grant partners during quarterly monitoring visits but also assesses the robustness of their systems with the aim of building their capacity where required. A post-visit debrief enables the harvesting of lessons and discussion of key issues noted.

During the year under review, the monitoring team paid three quarterly visits to all implementing partners. The programme adopted an integrated approach to the monitoring visits; each monitoring team comprised staff of the M&E, programmes, finance and grants teams. Donors joined the monitoring teams thus reducing the workload on GPs associated with different teams visiting them at different times while ensuring more holistic approach to supporting partners.

Grant partners reported that monitoring visits have been very useful, as these supported them to track activities and results of their projects, gather useful and relevant data and ascertain transformational changes in the lives of beneficiaries. The visits did not only focus on partner compliance issues but also included discussions with duty bearers and members of target communities to understand the underlying issues, changes and perceptions, and the local context.

Since the last Annual Review, the programme has submitted two quarterly progress reports, a nine-month progress report and an annual report demonstrating progress. DFID Ghana holds quarterly programme update meetings with the STAR-Ghana team to monitor progress on activities and to ensure appropriate linkages with related programmes. In addition, there are frequent exchanges (emails, telephone discussions and face to face meetings) with the Programmes Director and the Chief Operating Officers of CA. In accordance with the agreed governance arrangements for the programme, there are also separate quarterly meetings with the SC and the FC.

A desk mid-term review was conducted in June 2018 to establish whether the programme was on course to establish the entity. The review concluded that the programme was on track to establish the entity and informed DFID's decision not to exercise the break clause in CA's current contract.

Evidence (1/2 page)

STAR-Ghana's logframe tracker updated quarterly provides evidence of the programme's results. Additionally, the logframe revisions put in place over the year allowed for testing of assumptions and the feasibility of measuring indicators and targets achieved. The annual stakeholder survey provides feedback on the programme's performance and provides feedback to update the logframe.

Learning (1/2 page)
The programme's learning strategy has focused on the development and implementation of Communities of Practice and Learning (CoPL) as spaces for learning amongst/between GPs and other stakeholders. STAR-Ghana also published four learning documents during the period under review. These included an Abridged Annual report, GESI Learning Paper, Learning document on Election and Strategic Learning report.

Review Process
This Annual Review was conducted in November 2018 by a DFID Governance Adviser who is the Lead Adviser for the programme with support from the Programme Manager and Programme Assistant (National Service Personnel). The review included a number of consultative meetings with key stakeholders in Accra (Greater Accra Region), Tamale (Northern Region) and Odumase-Krobo (Eastern Region). This report

has been quality assured by the Social Sectors Team Leader, a Governance Adviser in Mozambique and DFID-Ghana Results Adviser as well as DFID Senior Policy Adviser for Civil Society in the Inclusive Society Department (ISD). It was also shared with CA and STAR-Ghana PMT for feedback.

Progress on recommendations from previous reviews (1/2 page)

The programme has successfully carried out all the previous annual review recommendations. Key amongst the actions are;

- The logframe has been revised (as at the end of August 2018) with inputs from the consortium members, the PMT and the DFID Results Adviser. The revised version was approved by DFID

- Comprehensive annual entity workplan jointly developed by SC and Consortium members and reviewed by FC. Workplan operationalises the Entity Options Paper delivered as a milestone in December 2017. Workplan implementation was reported quarterly.

- MANGO is supporting PMT to improve VfM reporting on a quarterly basis.

- Capacity building plan has been finalised and approved

- The PMT was supported by the Communication Consultant to revise the programme's communication strategy following which a number of activities were implemented to improved strategic communication

Smart Guide

The Annual Review is part of a continuous process of review and improvement and a formal control point in DFID's programme cycle. At each formal review, the performance and ongoing relevance of the programme are assessed and the spending team needs to decide whether the programme should continue, be restructured or stopped. Teams should refer to the section on annual reviews in the Smart Rules and may also like to look at relevant Smart Guides e.g on Reviewing and Scoring Projects. When planning a review, re-read the 10 Delivery Questions in the Smart Rules and when writing the findings reflect anything relevant related to them.

The Annual Review includes specific, time-bound recommendations for action, consistent with the key findings. These actions – which in the case of poor performance will include improvement measures – are elaborated in further detail in internal delivery plans.

> The Annual Review assesses and rates outputs using the following rating scale. The Aid Management Platform (AMP) and the separate programme scoring calculation sheet will calculate the overall output score taking account of the weightings and individual output scores
>
> | Description | Scale |
> |---|---|
> | Outputs substantially exceeded expectation | A++ |
> | Outputs moderately exceeded expectation | A+ |
> | Outputs met expectation | A |
> | Outputs moderately did not meet expectation | B |
> | Outputs substantially did not meet expectation | C |

Teams should refer to the considerations below when completing this template. Suggested section lengths are indicative. Teams can delete spaces between sections on the template as needed, but the headings and sub-headings must not be altered or removed unless otherwise indicated in the template. Some reviews may need to be longer and others can be shorter (eg first year of a programme which has largely focused on mobilisation activities) – it is for the SRO and Head of Department to decide. All text needs to be suitable for publication. Bullets rather than full narrative may make sense for some sections.

A: Summary and Overview

Programme Code is the AMP I.D. number (same on Devtracker)

Enter risk rating (Minor, Moderate, Major or Severe) at the time of the review, taken from AMP

Describe the programme in 1-2 paras including what it is aiming to achieve. You might want to include headline points on changes in the operating context, partner performance, DFID management of the programme or other points relevant to the 10 Delivery Questions in the Smart Rules.

Describe –without repeating detail from Section B- progress in the past year and why the programme has scored as it has against the output indicators. Capture the key recommendations for the year ahead factoring in all the text from the report. You don't need to include the detail of all lessons and recommendations from each output.

B: Detailed Output Scoring

Output Title, Number, Weighting, Indicators and milestones

Use the wording exactly as is from the current logframe. This will need to be entered on AMP as part of loading the Annual Review for approval. Indicate (Yes or No) if the impact weighting has been revised since last Annual Review and if Yes in which direction (up or down). Input progress against the milestone for this review

Output Score

Enter the rating (using the scale A++ to C) exactly as generated on the programme scoring calculation sheet

Provide a brief description of the output (unless obvious from the information in the box above) and supporting narrative for the score

Lessons and recommendations linked to this output. Some of these may inform or need to be included in the summary of recommendations on page 1. For anything that can't be published please use the Delivery Plan

Repeat above for each Output in the logframe and add new sub-sections for additional outputs.

C: Theory of change and progress towards outcomes

Theory of Change (ToC). You might want to use a diagram to summarise it. You should flag any major changes in the past year. You should consider if the steps to achieving outcome and impact are still valid e.g. are the ToC logic, supporting evidence and assumptions holding up against implementation experience? Is there any new evidence which challenges the programme design or rationale? If relevant you might also want to flag any major changes since the programme started rather than just over the year in question.

Is the programme on track to contribute to the expected outcomes and impact? Review this in view of the overall programme score; but it is possible that outputs are being delivered but the envisaged outcomes or impact may not be achieved – or vice versa – and consider reasons for this. It is not unusual for programmes to be off track against at least some of the expected outcomes or impact: just set out what you plan to do about it. You should refer to the indicators in the logframe. Are there any unexpected outcomes emerging? Have there been any significant changes in the planned timetable for delivery of the programme? Are there any changes to expected outcomes or impact on gender equality compared to what was described in the approved Business Case?

Logframe. Describe major changes in the past year –including when they were made and why- and what their implications are for the programme. Ideally changes should not be made to any targets or indicators less than six months before they are being reviewed unless agreed with the Head of Department. All changes should be recorded as part of the programme's documentation (there is a 'change frame' tab on the logframe template). If relevant you might also want to flag any major changes since the programme started. Flag any planned changes (impact, outcome, output etc) as a result of the review and once agreed at the appropriate level record them in the change frame tab.

D: Value for Money

VfM assessment compared to the proposition in the business case You should refer to VfM measures and metrics from the Business Case and/or previous annual review. Changes in cost drivers (e.g costs of major inputs) and the theory of change may be relevant. The assessment should encompass the 4 E's of DFID's value for money framework – economy, efficiency, effectiveness and equity, including gender equality (referring back to the relevant text in the approved Business Case's Strategic Case may be relevant), disability and leaving no one behind.

Explain whether it makes sense to continue with the programme from a VfM perspective

Based on the above analysis of outcome and output attainment, theory of change, VfM and evidence analysis, is there sufficient evidence for the programme to continue, or should it be restructured or closed down?

You should also consider the programme as part of the wider portfolio in your department (e.g Business Plan) and if relevant for this document, DFID as a whole (e.g. Single Departmental Plan) or HMG as a whole

E: Risk

Provide an overview of the programme's risk (noting the rating from page 1) and mitigation
Note the overall risk rating now as captured in AMP and on p1. Flag any changes to the overall risk environment/ context and how they impact on the programme, along with key risks that affect the successful delivery of the expected results. Use DFID's standard risk terminology where possible eg categories of risk and risk appetite.

Are there any different or new mitigating actions that will be required to address these risks and whether the existing mitigating actions are directly addressing the identifiable risks? Remember to take account of any relevant recommendations from Due Diligence Assessments on implementing partners.

Some relevant information may not be suitable for publication but ensure the risk register on AMP and Delivery Plan are updated as necessary following this review

Update on Partnership Principles.
For programmes for where it has been decided (when the programme was approved or at the last Annual Review) to use the PPs for management and monitoring, provide details on:
   a. Were there any concerns about the four PPs over the past year, including on human rights?
   b. If yes, what were they?
   c. Did you notify the government of our concerns?
   d. If Yes, what was the government response? Did it take remedial actions? If yes, explain how.
   e. If No, was disbursement suspended during the review period? Date suspended (dd/mm/yyyy)

f.   What were the consequences?

For all programmes, you should make a judgement on what role, if any, the Partnership Principles should play in the management and monitoring of the programme going forward. This applies even if when the BC was approved for this programme the PPs were not intended to play a role. Your decision may depend on the extent to which the delivery mechanism used by the programme works with the partner government and uses their systems.

F: Delivery, Commercial and Financial Performance

Issues to consider for both the implementing partner(s) and DFID include: quality and timeliness of narrative reporting and audited financial statements; proactive dialogue on risks and updating of delivery chain maps; quality of financial management e.g. accuracy of forecasting; monitoring of assets. Consider also how DFID could be a more effective partner to help deliver the programme.

If there is a contract involved, set out:
- Delivery against contract KPIs (and Terms and Conditions)
- Compliance with the Supply Partner Code, where applicable, drawing on advice from PCD.
- Compliance with the new cost and transparency requirements, where applicable (i.e. highlighting any profit variance and challenge and use of Open Book Accounting)
- Performance of Partners. Where applicable, an annual summary of the new SRM scorecard assessment for each delivery partner involved in delivering this programme.

G: Monitoring, Evidence and Learning

Monitoring.
Summarise monitoring activities throughout the review period (field visits, reviews, engagement with stakeholders including beneficiary feedback) and how these have informed programming decisions. Where there is an external M&E supplier, how are they engaging with the programme implementer(s) and DFID. Briefly describe the Annual Review process itself including any inputs from outside the programme team (within or beyond DFID).

Evidence
Describe any changes in evidence and implications for the programme. Any relevant comments on the quality/breadth of the evidence.

Monitoring data, evidence and learning should consider the 'Leave no one Behind' agenda and as far as possible disaggregate information by age, sex, disability, geography (update geocoding information on AMP as needed) and other relevant variables.

Where an evaluation is planned set out what progress has been made.

Learning
What learning processes have been used over the past year to capture and share lessons, new evidence and know-how?

What are the key lessons identified over the past year for (i) this programme (ii) wider DFID and development work?

Any specific implications of that learning for this programme and priorities for follow-up in the year ahead may be best captured in the recommendations part of Section A

Do you have any learning aims for the programme for the coming year?

Progress on recommendations from previous review(s)
It is important to keep track of this. Some may not be publishable and feature in the Delivery Plan. But a brief update on progress against any recommendations from previous ARs (unless this is the first) should be provided