



**STAR  
Ghana**  
Strengthening Transparency,  
Accountability and Responsiveness



MINISTRY OF FOREIGN AFFAIRS OF DENMARK  
**DANIDA**  
INTERNATIONAL  
DEVELOPMENT COOPERATION

## Quarterly Report

October – December 2016



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## Abbreviations & Acronyms

• 3CL	Convening, Coordinating, Catalysing and Learning
• AWLA	African Women's Lawyers' Association
• CA	Christian Aid
• CAID	Christian Aid
• CBO(s)	Community Based Organisation(s)
• COP	Communities of Practice
• COPL	Communities of Practice and Learning
• CSO(s)	Civil Society Organisations
• DANIDA	Danish International Development Agency
• DFID	Department for International Development
• EC	Electoral Commission
• EU	European Union
• FAT-A	Financial Accountability Trust, Africa
• FC	Funders' Committee
• GACC	Ghana Anti-Corruption Coalition
• GBC	Ghana Broadcasting Corporation
• GBC	Ghana Broadcasting Corporation
• GBP	Great British Pounds
• GESI	Gender Equality and Social Inclusion
• GFD	Ghana Federation for Disability Organisation
• GP(s)	Grant Partner(s)
• GTAG	GESI technical Advisory Group
• IA	Independent Assessors
• IDEG	Institute for Democratic Governance
• IDEG-CIF	Institute for Democratic Governance – Civic Initiative Forum
• LRC	Legal Resources Centre
• M&E	Monitoring and Evaluation
• MDAs	Ministries Departments and Agencies
• NCCE	National Commission for Civic Education
• NCS	National Catholic Secretariat
• PEA	Political Economy Analysis
• PMT	Programme Management Team
• PWD	Persons With Disability
• SC	Steering Committee
• SDD	Social Development Direct
• SMS	Short Messaging System
• SP(s)	Service Provider(s)
• TOR	Terms of Reference
• VFM	Value for Money

## Executive Summary

The reporting period covers the first quarter post the Inception phase. The focus of activities were therefore on

- finalisation of the strategies developed during inception based on feedback received;
- the operationalization of these strategies developed;
- supporting implementation of the 38 Elections call projects, particularly those of which were in the last quarter of their implementation; and,
- Scoping the issues, developing processes and launching of the Media and Gender Equality and Social Inclusion (GESI) calls; and

Given the fact that the quarter under review is the first quarter in Year1 of the Implementation phase, progress has been largely around

- putting in place and testing strategies for increasing voice and participation of excluded social groups in governance and access to services;
- piloting approaches to the operationalization of the programme's Convening, Catalysing, Coordination and Learning (3CL) strategic framework. Pilot convenings have been around illegal small-scale mining, also known as 'galamsey' and land grabbing;
- catalysing citizens' actions, through the Elections call projects, to achieve credible, peaceful and inclusive elections. Grant partners have
  - organised debates at national and constituency levels for Presidential and parliamentary candidates;
  - engaged with state and non-state actors to address potential conflicts;
  - increased the accountability of Election Management Bodies to the citizens of Ghana;
  - advocated for strategies and policies to make the elections and electoral processes more inclusive of the voices and participation of all groups of citizens; and,

Key lessons learned have been around engagements between civil society and state actors around the elections, strategies for sustainably strengthening the technical competencies of CSOs and strategies for reaching and supporting smaller and remotely located CSOs.

## 1.0 Introduction

This report covers the three-month period October to December 2016. It coincided with the immediate post-inception period when the Programme Management Team (PMT) and consortium partners worked to finalise programme implementation strategies and their roll-out.

The report focuses on the status of implementation of key priorities in the approved programme workplan, key outputs achieved and implementation priorities for the next quarter covering the period January 2017 to March 2017. It also includes a section on key lessons learned and a financial and grants update.

## 2.0 Status of Implementation of Workplan

A detailed status report on the Year 1 workplan is attached as **Annex 1**. Overall, the programme was on track with the implementation of planned activities, with more than 80% of these having been achieved.

The focus was on:

- updating implementation phase strategies to take account of feedback received from key stakeholders;
- scoping and launching the Media and Gender Equality and Social Inclusion (GESI) calls;
- supporting the implementation of the Elections Call projects;

- testing approaches to operationalizing the programme's 3CL approach<sup>1</sup>; and
- programme management.

## 2.1 *Updating Implementation phase strategies*

Political economy analysis (PEA) report: The PMT received additional feedback on the draft report at a meeting of DFID's governance programmes in Ghana. The plan to finalise the report at a stakeholders' workshop did not materialise due to challenges with key participants' availability. As a result, the consultant will finalise and submit the report in the second week of January 2017.

Value for Money (VfM) strategy: In response to the extensive comments on the draft strategy, MANGO (the consortium partner leading on this workstream) is expected to submit a revised draft by the end of January 2017 for approval by the SC and DFID.

Logframe and Theory of Change: These have been finalised and submitted to DFID. The revised drafts were signed off by the SC.

Programme Transition and Roadmap: The SC has developed a plan for revising the Road Map in consultation with other stakeholders. This includes the setting up of an informal group of 'critical thinkers' to advise on it and provide constructive and critical feedback on the proposed process. The advisory group will be meeting in January 2017 to feedback on the Roadmap prior to its finalisation and implementation. The membership of the committee is attached as **Annex 2**. The consortium have also established a monthly review meeting for this work stream and developed a detailed work plan for agreement with/discussion with the SC and a draft case statement to be submitted to the SC in January 2017.

## 2.2 *Scoping and launching of Calls*

A decision was taken by the SC during the Inception phase to launch two calls for proposals in Year 1 of the Implementation phase, focusing on GESI and the Media. A broad framework to guide the process was developed by the PMT and approved by the SC (**Annex 3**). Following this, the PMT implemented a number of parallel processes to scope and launch the two calls. As at the end of the reporting period, the calls had been launched for submission of applicants. Ten (10) Independent Assessors (IAs) were identified by the PMT and approved by the SC. The IAs will be contracted in January 2017.

**GESI Call:** The following activities were implemented during the period

- Implementation of a Scoping Study to identify possible entry points and issues around which the call could be developed. Report attached as **Annex 4**;
- Calls developed and advertised, **Annex 5**;
- Guidance Notes for applicants and assessors developed (**Annex 6**);
- Information sessions held in all ten regional capitals to provide opportunities for interested organisations to seek clarification on the call and its processes and templates;
- Assessment templates developed for both the Small grants and Strategic components of the Call (**Annex 7**);

**Media Call:** Activities implemented under the Media Call largely mirrored those for the GESI call, except for the under-mentioned:

- A desk study was undertaken by an external consultant and the findings validated at a small group meeting of key resource persons. See Scoping study and Validation meeting reports attached as **Annex 8**.
- The two components of the call have been advertised (**Annex 9**).
- Guidance notes for applicants (**Annex 10**) and assessors have been developed. **Annex 11**.

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<sup>1</sup> Convening, Catalysing, Coordinating and Learning

### **2.3 Implementation of Elections Calls projects**

The PMT continued during the period to support the implementation of the Elections call projects. Key activities implemented include:

- Monitoring visits to all 38 projects by combined teams of Finance, Grants and Monitoring and Evaluation (M&E) staff. Review and feedback on the second quarter reports of grant partners by the Finance and M&E teams;
- Day to day implementation support to partners as needed.

### **2.4 Operationalising 3CL approach**

The PMT supported the SC to initiate processes to pilot approaches aimed at operationalizing the 3CL framework.

- Land grabbing and illegal mining, also known as 'galamsey' were recommended and subsequently approved by the SC as issues for testing the 3CL approach. A draft discussion paper is attached as **Annex 12**;
- A working group, comprising stakeholders including the Lands Commission, the Ghana Trades Union Congress, Citi FM, the Association of Small-scale miners and civil society organisations (CSOs) active on mining, land rights and environmental issues has been constituted and is chaired by a member of the SC;
- The committee met twice during the reporting period and agreed a process for the other key elements of the strategy. This includes:
  - The commissioning of a PEA on mining, focusing on the small scale and informal mining sectors to provide a better understanding of the sector and its dynamics;
  - A series of regional convenings to discuss the report, gain deeper insight on the regional perspectives and begin the process of brokering relationships among stakeholders to address specific regional aspects of the issue;
  - A national roundtable to pull together the outcomes of the regional conversations and agreeing courses of action.
- The learning from the pilot will feed into the refinement of the overall approach.

### **2.5 Programme Governance and Transition**

The SC held three meetings during the period, a regular meeting in October and two special meetings in November and December. The October meeting focused on overall programme management and the Inception phase deliverables while the others were devoted specifically to the transition to a national organisation and the associated Roadmap.

The bi-monthly meetings of the Christian Aid consortium took place as planned.

Regular communications took place between Christian Aid and DFID, although these have not been properly regularised yet pending resolution of the overall governance arrangements.

### **2.6 Programme management**

Key activities undertaken include:

- An audit of the programme by Christian Aid internal audit;
- Recruitments of GESI and Capacity Building Manager, Parliament Support Manager and Governance Advisor. Interviews were conducted for the GESI Manager position and an offer has been made to the most suitable candidate. Applicants have been shortlisted for the positions of Parliamentary Support manager and Governance advisor and these interviews will be conducted in the next quarter.



### 3.0 Summary of Results achieved

This section has been divided into two, progress against the logframe Outputs and indicators; and progress in other areas not captured directly or in their entirety in the logframe and its Outputs or indicators.

#### 3.1 Progress against Logframe

##### **Output 1: STAR-Ghana providing effective convener, coordinator and catalyst (CCC) role**

Programme activities for Output 1 during the reporting period focused primarily on fine-tuning the 3CL strategy and framework. It also tested the approach, through a number of pilot activities. Key results achieved during the period include:

- a- The issues of land grabbing and the environmental effects of illegal mining have been put on the front-burner of national conversations. These conversations were started on a small scale by Citi FM and Caritas, but through the subsequent involvement of STAR-Ghana which used its resources and credibility to convene a discussions involving many more stakeholders, the issues are beginning to gain traction;
- b- The scoping study for the GESI call used to create spaces on issues of exclusion across the regions, potentially facilitating alliances among participants to take the recommendations forward, with or without STAR-Ghana's direct involvement;
- c- Three stakeholder committees have been set up to drive the national conversations on land grabbing, illegal mining and media reforms. The setting up of these committees will ensure broad ownership, beyond STAR-Ghana of the processes and outcomes of the dialogues.
- d- The Learning Event organized by STAR-Ghana enhanced networking with other grant partners who have been instrumental in the implementation of activities for this quarter. The report on the learning event highlighted the areas of cooperation and collaboration participants had identified and agreed to work on even without STAR-Ghana involvement.

##### **Output 2: Effective strategic partnerships in place with policy level organisations (MDAs, Sector Ministries and Political Parties) and parliament**

- i- The process towards developing strategic partnerships is well under way. Two calls targeting policy level organisations were issued during the review period. It is expected that the strategic partnerships will be in place by the end of the next quarter.
- ii- The partnership with Parliament was delayed by the parliamentary elections in December in 2016. The PMT used the period to commission a study into the effectiveness of Parliament as an institution and of members of Parliament. The study was undertaken in partnership with Odekro, a CSO which works primarily using social media. The findings and recommendations of the study are expected to provide entry points for the development STAR-Ghana's partnership with Parliament.
- iii- The programme, through the elections call, brokered partnerships between its grant partners and relevant state actors to contribute towards achieving credible, inclusive and peaceful elections. The key state actors involved in these partnerships include
  - the Ghana Police Service: with Blogging Ghana and the African Women's Lawyers' Association (AWLA);
  - the National Commission for Civic Education (NCCE): with NORSAAC, the Ghana Broadcasting Corporation (GBC) and
  - the Judicial Service: with Legal Resources Centre
  - Electoral Commission: Ghana Federation for Disability Organisation, IDEG-CIF
  - Ministry of Gender, Children and Social Protection: Abantu for Development
- iv- Support to, and partnerships with, District Assemblies and sector ministries will be linked to the work of the strategic partners (who will be identified under the GESI and Media Calls) and therefore this was not fully pursued during the period.

**Output 3: STAR-Ghana funding mechanisms effectively managed, helping projects to address locally salient issues (Expected outcomes)**

The grants calls are the main mechanisms for STAR-Ghana funding of stakeholder actions on salient issues. To date, the Elections call has been the only call under which projects are being implemented.

- a- To ensure that the call responded to national and locally salient issues, a three-step approach was adopted. These processes helped ensure that all the 38 projects funded were relevant to and contributed to addressing local and nationally salient issues.
- Two technical papers were commissioned to scope and identify issues around which the call could be developed;
  - A national roundtable involving all major election stakeholders, including parliament, CSOs and election management bodies such as the NCCE, Police and the EC;
  - The development of assessment criteria to ensure that only proposals which responded to the issues identified were funded, including ensuring that the elections were inclusive of the active participation of all groups of citizens;
- b- The projects ended in December 2016 and an external review of the projects will be commissioned in January 2017. The review will help to assess the extent to which these projects contributed to the achievement of credible, peaceful and inclusive elections.
- c- The PMT undertook two quarterly monitoring visits to all grant partners to help ensure that the grants were being effectively managed and contributing to the achievement of the objectives of the election call. The visits found that overall all projects were on track to achieve their objectives and there were no significant issues regarding grants management.

d- **Output 4: STAR-Ghana established as a Ghanaian owned, strategic and sustainable Institution**

Against the two logframe indicators for this Output, progress has not been significant but is satisfactory against milestone indicators. This is because the finalisation of the Roadmap took longer than expected and the discussions between DFID and the SC on the SC TOR took attention away, for a period, from the Roadmap.

Indicator 2, which focuses on the capacity of the Ghanaian institution to undertake its functions, will be realised in the latter stages of the transition process and therefore there is no significant progress to report.

However, the following actions were taken during the period:

- The Transition Roadmap was finalised by the SC and will guide the SC's engagement with stakeholders in the subsequent reporting periods;
- A strategy has been agreed for refreshing the membership of the SC. This strategy was validated with heads of the funding agencies;
- A consortium partner, SDD, developed a number of guidance documents to support the transition to and establishment of the national entity. These documents were reported in the End of Inception report submitted in October 2016.

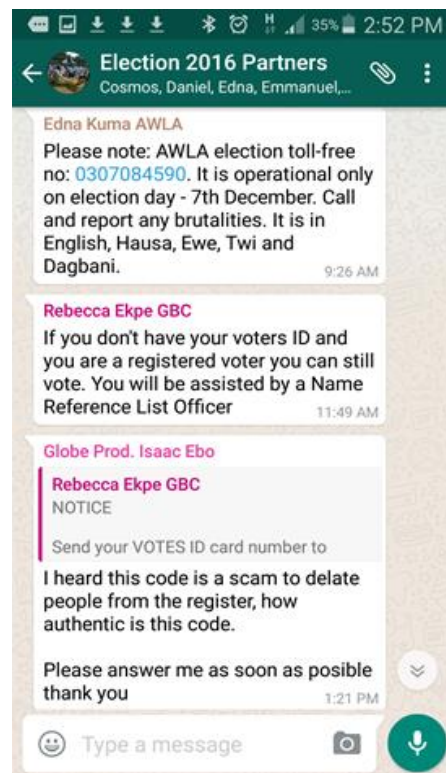
*Bawku an ethnic conflict prone zone enjoys peace before, during, and after the election. BEWDA facilitated the formation of the Bawku Inter Ethnic Peace Committee. Leaders from the various contending ethnic groups engaged each other and jointly organised community events such as football matches, radio discussions involving members from diverse ethnic groupings enhanced tolerance within Bawku.*



**Output 5: Communities of Practice and Learning (COPL) established, functioning effectively and learning for change**

Progress, during the period, towards the achievement of the Output includes:

- a- The strategy for the SC convening on land grabbing and 'galamsey' has been conceptualised also as a learning platform for the stakeholders. Thus, an iterative process of expanding the range of stakeholders participating in the meetings has been adopted and this should culminate in a CoP to be hosted by one of the stakeholders.
- b- In addition to the formalised learning events and spaces, the programme has also supported GPs to develop informal alliances, networks and collaborations to share learning and explore synergies in the implementation of their projects. The Election 2016 Partners WhatsApp group created by GACC at the STAR-Ghana GPs Learning Event in July continues to be active. It has been used to disseminate information; solicit ideas and inputs on their projects and share learning from the implementation of their projects. The relationships established through these informal collaborations provided a basis for future engagements similar to a CoP, with or without STAR-Ghana support.
- c- The SMS platform presents an innovative approach to Citizens' engagement with State Partners by means of technology. During the pilot of the SMS voices platform two learning questions were identified which will be addressed as STAR Ghana progresses. The questions are as follows; 1) To what extent is the SMS technology relevant to citizen and state partners' engagement in Ghana? 2) What are the factors affecting the use of SMS technology in citizen's state partners engagement?



### 3.2 Off-Logframe Results

#### Communication



President Mahama Participates in GBC's Presidential Encounters a component of Ghana Wins Election 2016

The key priorities for the quarter under review focused on the website tender, the programme brand and visibility, communications support to Grant Partners and support to the launch of the Media and GESI calls. This support came in different forms which are further explained in the sections below.

- **Website, Tender and Redesign**

A Website Developer has been selected following a rigorous tender process to redesign the Phase 1 website. Dream Oval was finally selected out of 8 applicants invited to submit full proposals. Early in the next quarter, the current website, and all sub-sites, will be reviewed and redesigned with a content management system that is optimised for digital devices and social media.

The Programme's social media pages particularly Facebook and Twitter continue to provide up to date information about the programme. During the period under review, a total of 121,684 and 165,377 people were reached on Twitter and Facebook respectively. Twitter generated 508 new followers whereas Facebook received 116 "Likes".

- **Programme Brand and Visibility**

The quarter under review saw STAR-Ghana in the spotlight largely for the role its partners played in the run-up to the elections. STAR-Ghana and its partners received extensive media coverage and media acknowledgement for their support to the elections process (See Media Tracking Sheet Attached as **Annex 13**). Key among these partners have been the Ghana Broadcasting Corporation's Ghana Wins elections 2016 project, TV3's Mission Ghana and Eye on the Seat projects, Globe Productions' 'I can't think far' project just to name a few. Though the programme received extensive visibility during the period, a few branding challenges were encountered. A

number of partners did not properly acknowledge or credit STAR-Ghana as required. In some instances, the roles of the programme donors were not properly acknowledged and also the wrong logos were used.

- **Publicity**

A programme flier **Annex 14** and brief documentary of the STAR-Ghana programme was developed in the quarter. The programme through its support to Globe Productions 'I can't think far' plays reached diverse stakeholders that the programme will not ordinarily have reached. The effects of this are far reaching as STAR-Ghana and its message were received well by the audience at the plays which was showed in 5 regions. A total of eleven thousand, nine-hundred and twenty-eight (11928) persons were reached. Regional breakdown are as follows: Accra: 3961; Tamale: 2363; Takoradi; 2217; Ho: 1984; Kumasi: 1403.

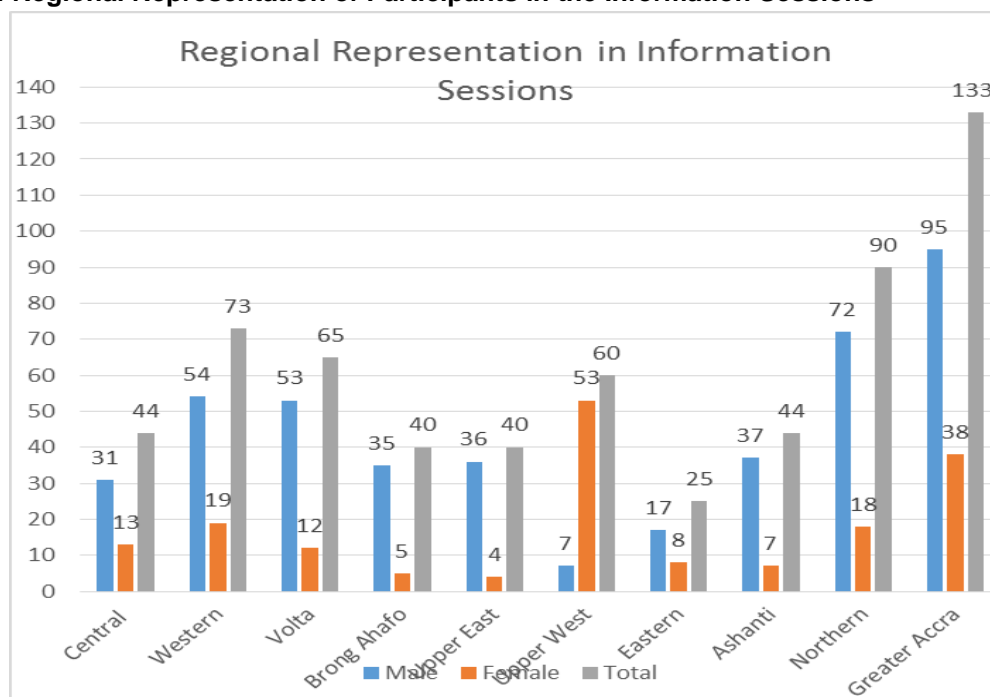


'I Can't Think Far': A Play on Anger Management for Peaceful Electoral Outcomes

- **Launch of GESI and Media Calls**

Communications support to the GESI and Media Calls for proposals included advertisements in the national newspapers, radio announcements, press releases, social media and websites update with relevant call information and documentation as well as the design of the online application system to ease the application process. Information sessions were for the first time held in all 10 regional capitals of the country to ensure that access was given to remotely located and smaller CSOs and CBOs in the regions to participate in the sessions. A total of 614; (made up of 437 men and 177 women) prospective applicants participated in the information sessions across the country. The table below shows the breakdown of participation.

**Table 1: Regional Representation of Participants in the Information Sessions**



### **Benefits of SMS Voices Platform to State Partners**

*The SMS Voices platform supported State partners in the delivery of their work in a number of ways. State Partners had the following to say when contacted for their feedback few days after the elections:*

- *“Reports received were beneficial especially the last report. We recommend that it could be spread out in the municipality (increase the number of rapporteurs). We would be grateful if rapporteurs continue to report issues to us via the platform for evidence too” Sergeant Haruna Dauda, Ghana Police, Ashaiman.*
- *“We had dual messages coming in which strengthened our collaboration with the other duty bearers especially the EC” Sergeant Christian Ankam, Ghana Police, Nzema East.*
- *“It was great interacting in real time (not physical presence) with citizens. Wished more reports could have come through for us” Kwasi Blankson, NCCE, Ezema East.*
- *“The reports were very useful to us especially issues pertaining to accessibility of polling station to PWDs. It helped us to address some for example Adabiya Islamic School polling station at Ayawaso East, those that we could not address were as a result of late reporting. We have however taken notice of them and we will make those places accessible in subsequent elections” Abdul Rashid, Electoral Officer, Ayawaso Sub-Metros.*

A Hotline was also dedicated to addressing applicant questions, issues and concerns to enhance the applications process. This built trust in the system as applicants were at all times able to reach a PMT member who could explain their issues. In instances where this was not possible PMT members ensured that the appropriate officers were contacted for further clarifications.

### **Learning**

A detailed CoPL workplan was developed (**Annex 15**) following a workshop that helped the PMT to better understand the COPL framework and define learning.

#### **• Knowledge Management**

The quarter under review has seen significant improvements in the online reporting and application systems. The online reporting system has been upgraded with additional functionality making it user friendly for use between STAR-Ghana and GPs during the reporting periods. The system serves as a knowledge management tool enabling the M&E team to determine at all times any outstanding documentation or information that is required.

The Online application system was also reviewed in the last quarter to make it more user friendly. This significantly reduced the number of complaints received and challenges faced by applicants based on the learning from the Elections call application process.

#### **• Implementation of COPL**

In November, Social Development Direct (SDD) supported the PMT to develop a detailed implementation plan for STAR-Ghana's learning platform (Communities of Practice and Learning – CoPL). The planning process was focused on the development of detailed plans for Year 1 of implementation and outline of indicative plans for Year 2 (attached as **Annex 16**). The process included consultative meetings with teams leading on the various work streams of STAR-Ghana, a consultation with the GESI Technical Advisory Group (GTAG), and a one-day planning workshop with the PMT on how to take the CoPL forward in the next quarter.

### **SMS Platform**

The SMS Voices platform was piloted with the December 2016 presidential and parliamentary elections in Ghana. Representatives of the Electoral Commission (EC), National Commission on Civic Education (NCCE) and the Ghana Police at the district level of Governance were registered onto the platform in six Districts across three (3) regions of Ghana. Citizens – including PWDs, through trained field rapporteurs were also registered on the platform to engage representatives of the state institutions indicated above.

A total of 49 participants were engaged over the implementation period, comprising 29 citizen representatives (rapporteurs) and 20 representatives of state partners (EC, NCCE, and the Police). 191 issues were reported in



total. Rapporteurs were relatively more satisfied (97%) with feedback from state partners compared to state partners' satisfaction (70%) on the relevance of the issues received. (See **Annex 16** for full report). Key issues reported by rapporteurs and addressed by state partners included but not limited to the following: Voter apathy, Early warning security threats, and Accessibility of polling stations among PWDs.

- Key issues reported by rapporteurs and addressed by the NCCE centred on voter apathy. The Akutuase Youth Association in Wassa East for example, through the SMS voices platform invited the NCCE to educate the youth in that community on their rights and responsibilities as voters. The Youth had earlier expressed their indifference to the entire electoral process.
- The Police addressed issues focussed on early warning security threats, pockets of violence and the absence of security personnel at some polling stations. The Police for example deployed two security personnel to the Father Graham polling station in the Nzema East District, after a rapporteur had reported the issue for response.
- The platform has documentary evidence of the Police in Ashaiman following up and reprimanding a brother of a parliamentary candidate who was reported by a rapporteur for campaigning on Election Day.
- The EC addressed issues of accessibility of polling stations among PWDs, missing names in the voters' register especially during special voting, late arrival of voting materials as well as isolated cases of disagreements on the positioning of voting booth/screen boxes.

## 4.0 Finance and Grants

### 4.1 Overall Budget Performance

Row Labels	5 Year Budget	Year 2 Budget					Quarter 1		%
		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	Actual*	Variance	
<b>Management Fees &amp; Expenses</b>									
Management Fee	4,666,329	224,812	254,604	265,803	261,840	1,007,059	206,390	18,422	8%
Travel /Daily living	448,318	12,180	16,650	21,068	25,862	75,760	10,406	1,774	15%
Equipment	203,025	8,300	2,000	4,000	5,528	19,828	9,828	(1,528)	-18%
Office	963,616	42,298	35,168	37,338	34,188	148,992	41,412	886	2%
Learning, capacity building-inception only	4,796								
Steering committee-inception only	2,145								
Communication-inception only	13,411								
Professional fees/ others	267,269		6,000	43,074	21,225	70,299	861	(861)	#DIV/0!
<b>Sub total -Management Fees &amp; Expenses</b>	<b>6,568,909</b>	<b>287,590</b>	<b>314,422</b>	<b>371,284</b>	<b>348,642</b>	<b>1,321,937</b>	<b>268,897</b>	<b>18,693</b>	<b>6%</b>
Deduction for PBR	(584,814)	(62,137)	62,137	(62,137)	(62,137)	(248,546)	(62,137)	0	0%
PBR	584,814		110,335		58,481	168,816		0	#DIV/0!
<b>Total -Management Fees &amp; Expenses</b>	<b>6,568,909</b>	<b>225,454</b>	<b>362,620</b>	<b>309,147</b>	<b>344,987</b>	<b>1,242,208</b>	<b>206,760</b>	<b>18,694</b>	<b>8%</b>
<b>Grant &amp; Programme Expenses</b>									
Grant -Direct to Partners	11,974,590	914,997	40,000	936,333	748,333	2,639,663	916,915	(1,918)	0%
Support to Grant making process	1,953,959	66,076	246,304	96318	37028	445,726	46,543	19,533	30%
<b>Sub -Grants &amp; other related costs</b>	<b>13,928,549</b>	<b>981,073</b>	<b>286,304</b>	<b>1,032,651</b>	<b>785,361</b>	<b>3,085,389</b>	<b>963,458</b>	<b>17,615</b>	<b>2%</b>
Communication	102,574	2,043	14,050	2,400	2,400	20,893	1,493	550	27%
Learning, capacity building	801,414	68,588	43,510	61,000	58,112	231,210	65,477	3,111	5%
Steering committee	387,255	3,310	8,200	7,300	8,500	27,310	2,699	611	18%
Technical advisors	1,113,277	67,869	61,102	72,067	64,186	265,223	52,746	15,123	22%
<b>Total Grant &amp; Programme Expenses</b>	<b>16,333,068</b>	<b>1,122,883</b>	<b>413,166</b>	<b>1,175,418</b>	<b>918,559</b>	<b>3,630,026</b>	<b>1,085,873</b>	<b>37,010</b>	<b>3%</b>
<b>Grand Total</b>	<b>22,901,977</b>	<b>1,348,337</b>	<b>775,786</b>	<b>1,484,565</b>	<b>1,263,546</b>	<b>4,872,234</b>	<b>1,292,633</b>	<b>55,704</b>	<b>4%</b>

### 4.2 Finance

#### Grant Disbursement

During the first quarter of the year under review about GBP 881k was transferred to Election Call Grant Partners. In total about GBP 2.3m has been transferred as Election call grant since the

inception of STAR Programme. There will be a few more transfers to Grant Partners whose project would continue till about the middle of the year 2017.

We anticipate refunds from a few Grant Partners and the processes for opening an account for these refunds are almost completed.

#### **Inception report updates (Finance & Budgets)**

Revision and adjustment were made to the various annexes to the inception report based on comments from DFID.

- The Proforma Invoice has been resubmitted and accepted by DFID
- Grant Allocation has been revised and yet to be submitted to DFID
- Detailed Budget for the 5-year period has been revised and about to be submitted to DFID

#### **Monitoring Visit and support to Grant Partners**

During the quarter under review about 80% of the 38 Election Call Grant Partners were visited. Activities undertaken during the visit included:

- Verification of expenditures
- Verification of assets
- Checking for compliance
- Financial Management Support to Grant Partners in internal controls, financial reporting etc.

Monitoring reports have been prepared and filed

#### **End of Project Closure**

Most of the Election Call Projects especially for the media and open components ended December 2016. We have started putting the processes in place to close the project by the end of January 2017 in line with the Grant Agreement signed with the Partners.

#### **DFID organised Partner Workshop**

STAR Ghana was invited to a one-day DFID Partner workshop. The Head of Finance and Head of Programmes represented the Programme. Key topics discussed included:

- Forecasting
- Asset & Expenditure verification
- Value for Money
- Fraud and Corruption
- Duty of Care
- Communication & Branding

#### **GESI & MEDIA Calls**

GESI and Media Calls were launched in the quarter. Finance supported in the preparation and design of applicant's templates and documentations. Information sessions were organised across the country and the finance team were on board to provide the necessary finance related support and information to help interested applicants navigate their way through the application process. We anticipate starting the processes of disbursement of funds latest by mid-April 2017



### 4.3 Grants

Grant Partners under the election call completed their third quarter of implementation after disbursement of funds was made to them to enable them implement their planned activities under the various thematic areas.



GBC Undertakes Mock Voting Exercise for its beneficiary communities

- **Election Call update**

All Elections Call GPs received their third quarter tranches during the reporting period amounting to GBP 76,063.83.

In addition, DFID provided a supplementary budget of **GBP 225,000**, which was disbursed to a number of organisations, including two new GPs. The list of beneficiaries of the supplementary grant budget is attached as **Annex 17**.

29 out of the 38 Elections Calls projects ended in December 2017. The PMT has commenced project closure procedures with the relevant GPs. This includes the submission of a combined third quarter and End-of-project report, project audits and an external review of the Elections Call. All these will be conducted in January 2017.

Five of the Elections Call projects, which were funded the Strategic component, are ongoing and will end between March and December 2017. The specific projects are **FATA** (Facilitating Political Parties Financing in Ghana Project), **IMANI** (Proliferation of new districts and constituencies in Ghana), **IDEG** (Strategic Actions for Transformative Elections and Reforms in Ghana), **LRC** (Consolidating the Electoral Justice System in Ghana) and **NCS** (Forum for Actions on Inclusion, Transparency and harmony (faith) in Ghana's 2016 elections)

As indicated in preceding sections, the PMT made field visits to all Grant Partners to assess the financial and programme management systems and procedures and also to interact with project beneficiaries and collaborators. This also provided an opportunity for the PMT to offer capacity support to some of the Partners and also to validate their work.

- **Launch of Media and GESI Call**

This has already been reported in preceding sections.

## 5.0 Programme Operations

The programme operations during the quarter carried out the under listed task;

### Operations Manual

Work on the development of the Operations manual is complete and ready for review and sign-off.

### Assets Register

All the new equipments procured during the period were recorded in the assets register. The updated assets inventory register is attached as **Annex 18**. We made sure that new assets acquired were clearly labelled and identified with the UKAid logo while also ensuring that the assets are well maintained and used solely for the purpose of the programme.

### Recruitment

Interviews for the GESI and CB Manager position were held in December. An offer was made and accepted by the successful candidate and she will join the team in Mid-February 2017. Recruitment for remaining key posts is ongoing and expected to be completed by March 2017. Recruitment for the following posts will take place early in the New Year: Parliamentary Support Manager, Programme Finance Officer, GESI Support Officer, Accountability Advisor and the Head of Programmes

### Staff Performance Reviews

Performance and development begins when new Staff joins STAR-Ghana. Staff are required to create a performance agreement as part of probation. Staff that joined six months ago have successfully completed their probation. A mid-year review occurred between October and December for existing staff, and an end-of-year review will occur between April and June 2017. Monthly one-on-one meetings are conducted with line managers to continuously plan and monitor progress against initial work plans, review and assess performance on delivery of objectives and demonstration of competencies.

### Steering Committee Meetings

- The Steering Committee met on October 6<sup>th</sup>, 2016 to review the inception phase report.
- The Steering Committee also met on November 17<sup>th</sup>, 2016 to finalise the road map for transitioning to a nationally owned institution.

### Administration Logistics & IT Operations

- Ensured that the day-to-day operations of the office run smoothly.
- Ensured that all operational tasks and activities were managed in a timely fashion and milestones met.
- Met administrative/logistical, IT and programme support needs.
- Managed contracts between the Programme and all service providers
- Ensured compliance with policies and procedures
- Supervised and coordinated the activities of programme support staff ensuring their effective contribution towards meeting programme objectives

## 6.0 Governance

As reported in preceding sections of this report, the main governance bodies of the programme, namely the SC, FC and Consortium, have held their regular meetings and have had two joint meetings.

The Terms of Reference (ToR) of the SC are yet to be finalised following the SC's rejection of parts of a revised ToR developed by the FC. It is expected the two versions of the ToRs will be reconciled at the next joint governance bodies' meeting in January 2017.

A representative of the service provider, or the Programme Director, used to be invited to participate in some sessions of FC meetings. This has ceased to be the case in this second phase of the programme. It is recommended, giving the opportunity it provides for dialogue and for the FC to receive inputs to inform their deliberations, that the invitation to the SP/PMT is restored. Regular informal contact has taken place between CA and DFID (and the SC) but a more regularised formal meeting needs to take place, as has been proposed.

Consortium coordination meetings have been held on a regular basis and a workshop for the consortium is planned early 2017 in Accra.

## **7.0 Key Lessons and Recommendations**

### **7.1 Lessons Learnt**

#### Programme Transition and governance:

- Activities around the transition have been affected by the fact that the SC is made up of part-time members who are also busy with their 'day jobs' and therefore not able to devote enough time in between meetings for follow-up on plans. This challenge was compounded by the fact that the PMT focus was more on the programmatic aspect of STAR-Ghana during the inception phase. Moving forward the TORs for the SC need to be agreed (including the issue of SC compensation, which has been discussed in the past) and a better understanding of the expectations of the SC and the inputs available from the SP consortium worked out. ;. Conversations which have now commenced between SP/SC and Heads of FC should progress this in the first quarter of 2017.
- SC members participated in the information sessions organised around the GESI and Media calls and used the occasions to discuss with participants issues around the future of STAR-Ghana and the sustainability of the civil society sector. It is recommended that the SC and PMT explore ways in which the dialogue with stakeholders can be combined with 'normal' programme events and activities.

#### Grants and grants-making

- The PMT held information meetings in all ten regional capitals for the Media and GESI calls. While expensive in terms of costs and quite taxing for the PMT, the coverage of the information sessions provided opportunities for many more organisations to be involved than would otherwise have been the case;
- The three-stage approach to developing calls, comprising a scoping study, a stakeholders' roundtable discussion on the scoping and a resource persons' person to review the issues and call strategy, has proven very useful especially as the programme seeks to identify calls with locally salient issues. This is recommended for all future calls;
- Technical capacities of GPs, especially in the areas of monitoring, learning and reporting, continues to be weak despite past capacity strengthening interventions. Before the implementation of any capacity building activities in phase two, a detailed review should be undertaken of the effectiveness of STAR-Ghana, and other actors' previous capacity building strategies with a view to identifying constraints to uptake and institutionalisation of capacity.

## 10.0 Key Priorities for next Quarter

A detailed Workplan is attached as **Annex 20. Key priorities include:**

### Grants

- Conclusion of the call processes for the Media and GESI calls and award of grants;

### Learning

- Elections Learning event;

### Monitoring & Learning

- Finalisation baseline;
- Quarterly monitoring visit
- External review and close-up of Elections call projects;

### Governance

- Consortium retreat
- Resolution of governance issues (FC/SC)
- Implementation of Transition Roadmap;
- Entity work stream for the quarter – cast statement etc

### Programme Management

- Annual Programme audit
- Embedding PEA approach...
- Start-up of the Parliamentary workstream;
- Finalisation of implementation phase strategies;
- Project audits;
- Annual review by DFID

## 11.0 Annexes

1. Annex 1: STAR-Ghana Status of Implementation of Workplan
2. Annex 2: STAR-Ghana List of SC Transition Advisory Group
3. Annex 3: STAR-Ghana Media and GESI Call Framework
4. Annex 4: STAR-Ghana GESI Scoping Study
5. Annex 5: STAR-Ghana GESI Call Adverts
6. Annex 6: STAR-Ghana GESI Call Guidance Notes
7. Annex7: STAR-Ghana GESI Call Assessment Templates
8. Annex 8: STAR-Ghana Media Scoping Study
9. Annex 9: STAR-Ghana Media Call Adverts
10. Annex 10: STAR-Ghana Media Call Guidance Notes
11. Annex11: STAR-Ghana Media Call Assessment Templates
13. Annex 12: STAR-Ghana Draft Discussion Paper on Land Grabbing and Galamsey
14. Annex 13: STAR-Ghana Media Tracking Sheet
15. Annex 14: STAR-Ghana Programme Flier
16. Annex 15: STAR-Ghana CoPL Implementation Workplan

- 17. Annex 16: STAR-Ghana Report on SMS Voices Implementation
- 18. Annex 17: STAR-Ghana List of Beneficiaries - Supplementary Grant Budget
- 19. Annex 18: STAR-Ghana Updated Assets Inventory Register
- 20. Annex 19: STAR-Ghana Service Provider Database
- 21. Annex 20: STAR-Ghana Detailed Quarterly Workplan