

6 ANNEXES

Final Programme Evaluation of STAR Ghana 2

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ANNEX 1: Case Studies

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CASE STUDY: The 2016 “Nkwanta Declaration”

A reference point for another peaceful election in 2020

An effort by Royal Health Organisation (ROHEO), a STAR Ghana grant partner



Elections in Ghana are often fiercely contested, and in some hotspots, result in violent clashes. In the lead up to the 2016 Presidential and Parliamentary elections, Nkwanta South, Nkwanta North, Krachi and Nchumuru districts in the then Volta region were on the brink of violence. About a year prior to the elections, the District Chief Executive (DCE) of Nkwanta North district was assassinated. The assassination was the culmination of a misunderstanding between the two leading political parties in the district about a member who was injured in a previous election. This, coupled with some chieftaincy issues, set the stage for a turbulent and unfair election.

“There was misunderstanding as to whether it was the act of party hooligans; this was heightening tensions in the Kwanta North as well as the adjoining districts. So we, I mean the Royal Health Organisation (ROHEO), found it imperative to build peace by educating the masses to understand the do’s and don’ts of the election, so there won’t be ethnic conflict to derail the voting process in 2016.”

With funding and technical support from STAR Ghana, the Royal Health Organisation (ROHEO) broadly sought to “strengthen the Capacities of Citizens to Consolidate Ghana’s Democratic Gains.” ROHEO engaged, and facilitated dialogue among key stakeholders, including officials of all political parties in the four districts, traditional leaders, the National Commission for Civic Education, Electoral Commission officials, youth groups, women, persons with disabilities, and religious leaders. Radio stations broadcast educational campaigns on the election processes, do’s and don’ts and the need to promote peace in the districts. More significantly, a Memorandum of Understanding (MoU) dubbed the “Nkwanta Declaration” was drafted, discussed and signed by duty bearers, including political parties, traditional

leaders, National Commission for Civic Education (NCCE) and election officials. To publicize the agreement, ROHEO organized a unification march involving all stakeholders in the four districts.

These interventions contributed to peaceful elections in all four districts in 2016. By signing the Memorandum of Understanding, the stakeholders publicly denounced violence and signalled to the electorate that they did in fact intend to promote peace. The District Chief Executive for Nkwanta South, Alfred Kofi Wukanya for instance, advised the youth that they should “not allow anybody to pay you GH¢ 40 to destroy or burn Ghana” and that they should be “wise and know that the politician who would buy your conscience would disown you should the law grab you for your violence acts.” These public declarations and unification march whereby the two major political parties held the banner for the declaration, placated citizens such that there was peace before, during and after the elections.

One notable example of the effectiveness of these efforts occurred in September 2016. After signing the peace deal, a Member of Parliament for Nkwanta North’s car collided with an ‘okada’ [motorbike used for commercial transportation] driver who was also a member of the New Patriotic Party (NPP). The youth around the scene tried to attack the Member of Parliament and his driver, but other also came to remind them of the peace deal they signed. Though unfortunately, the ‘okada’ driver later died in the hospital, there was no ensuing political or ethnic clash.

The “Nkwanta Declaration” has sustained peaceful relations in the four districts and is serving as the foundation for further education and sensitization for the 2020 elections.

“Based on this work we did, and how people have kept it, this year, we have liaised with Volta Educational Renaissance Foundation (VEREF) to educate the people on the 2020 elections so that there will be peace as it has been within the past four years.”

Continued efforts by ROHEO, along with the commitment of leadership and citizenry are helping keep the peace now and in the future.



CASE STUDY: The Land Act of 2020

Women finally gain land rights from the Land Rights Cluster's efforts

An effort by The Land Rights Cluster: Network for Women's Rights in Ghana (NETRIGHT), Community Land Development Fund (COLANDEF) and the Shea Network Ghana

In Ghana, there are two systems of land management, state and customary. For the most part, customary land is where small-scale landholders and vulnerable groups – such as people with disabilities and rural women farmers – are likely to live. Though customary land makes up 80% of the total land area, customary land rights are not adequately defined and protected by law. The process by which customary land rights are secured, lacks coordination between government entities at the local and national levels. Land is acquired at the customary authority, whereas documentation is processed and ownership formalized, at the state level. As a result, customary landholders unable to complete the murky process, have faced evictions and livelihood insecurity at increasing rates.

For instance, a farmer in Ghana's Upper West region, Anita Sutha recounted that she and other women farmers were being cheated by landlords because the landlords regularly changed the terms of lease. This meant that efforts to prepare and improve the soil one year for better yields the next, were often in vain, because landlords move the lessee to another plot and take advantage of the improvements themselves.

In Ghana's northern region, women shea farmers faced similar issues with traditional authorities.

To address these longstanding issues, in 2017, STAR Ghana catalysed the formation of the Land Rights Cluster, a partnership of three grant partners: the Network for Women's Rights in Ghana (NETRIGHT), Community Land Development Foundation (COLANDEF), and Shea Network Ghana. The cluster first met to plan and coordinate their work. Then in 2018, STAR Ghana organised a convening session in Kumasi, with all STAR Ghana grantees to further cluster's reach. Grant partners gained deeper understanding and interconnectedness of issues they were working on from these peer-learning workshops. Thereafter, each of the cluster grant partners began working toward a specific action. Nana Ama Yirrah, Head of COLANDEF, and Co-convenor of the cluster, explains how the grant partners worked together for the Land Rights Cluster to achieve its goals:

“We organised series of meetings of our own. We conducted research and studies to confirm some of the challenges affecting customary landholders, women and persons with disabilities (PwD). Based on the findings, we held validation meetings with the groups. With the backstopping from STAR Ghana, we produced briefings on the findings and held dialogue meetings with Parliament Committee on Lands, meetings with the Minister of Lands and Natural Resources. We analysed the Land Bill and made suggestions to be included. These series of activities had been on-going since 2010 but were given a new energy with STAR Ghana Phase 2 support.”

As a result of these efforts, parliament passed the Land Bill into law in 2020. The Land Act now makes “provisions for the rights of customary landholders, women, and persons with disabilities ...Those rights that were considered informal are now recognised.”

The Land Act also includes definitions and provisions for resource and usage rights, “We ensured the definition of land include the trees on it. Also, we provided a template for land allocation which includes usufructuary rights.”

Based on these specific provisions, Shea Network Ghana successfully facilitated the signing of a Memorandum of Understanding between women shea farmers and traditional land holders in 12 districts in northern Ghana. Now, women have legal rights to the land and the shea trees on it. With land rights and a valuable resource secured, these women shea farmers now have agency over their own livelihoods and are more likely to benefit from long-term investments in the land.

Moving forward, to ensure that customary lands are managed in accordance with the Land Act, the Land Rights Cluster members each agreed to continue closely monitoring how the laws are implemented in their project areas.

CASE STUDY: Transparency and accountability increase tax revenue benefit for communities in Upper West Region

An effort by Sustainable Aid through Voluntary Establishment (SAVE Ghana)

In Ghana, the district assemblies are mandated to collect revenue from internal sources. This is popularly known as Internally Generated Funds (IGF). In most districts in the Upper West region, Internally Generated Funds were very low, largely because district assemblies did not involve the majority of the people in the decision-making process – citizens had no say on what the taxes would fund or how much would be collected. As a result, there were many attempts at tax evasion or partial tax payments. Once collected, the district assemblies also failed to tell tax payers what the funds were used for in the districts.

From June 2018 to February 2020, the Sustainable Aid through Voluntary Establishment (SAVE Ghana) obtained financial and capacity building support from STAR Ghana, aimed at “deepening transparency and accountability in the collection and use of district assembly IGF.” In addition to funding in the amount of approximately GHC 688,813.80 (or about £89,300), STAR Ghana provided technical guidance to the project team on how to track and report on outputs and outcomes. The project was implemented in 6 districts in the Upper West region, namely Sissala East Municipal, Wa East, Wa Municipal, Sissala West, Nandom and Wa West. SAVE Ghana educated approximately 3000 people in 30 communities in these districts, about Internally Generated Funds. The project also facilitated honest conversations between various community groups (such as market women, herdsman, farmers, traders, and persons with disabilities) and the district assemblies on tax collection and allocation of the funds in each of the districts. In addition, SAVE Ghana developed an ‘IGF Tracker’ mobile application, a software that enables revenue officials and citizens to monitor Internally Generated Funds collection and usage. The team also trained people on how to download, install and use it to monitor Internally Generated Funds in their own districts. Moses Batong, Director of SAVE Ghana, explains why the creation of a mobile app was important:

“The problem with the assembly is that is that they do not provide information to the people about what they have done, or how much taxes they are taking. That is why we think something like a mobile application that helps citizens to monitor the IGF and also allows the districts to provide information to the people is very helpful”

One immediate shift, took place in the Wa East District. The district assembly included the Fulani herdsman in their discussion on setting required fees for various activities.

In 2019, after seeing a 20% increase in Internally Generated Funds from 2018, the Wa East district gave back to the community. To show accountability to the people and ensure they also benefit from the taxes, the district used some of the funds to vaccinate cattle. Aside from the support the assembly garnered from the cattle herdsman, the herdsman now see the direct benefits of the taxes they pay on their cattle.

The project interventions brought about changes at both the community and district assembly levels. From 2018 to 2019, it was reported that Internally Generated Funds increased in each of the six districts.

The IGF Tracker app engaged more youth involvement to monitor and demand transparency and accountability on the taxes collected by the districts. But, the sustainability of the project and continued accountability and transparency of district assemblies hinges largely on citizens uploading the application and using it to monitor the district's Internally Generated Funds. To help support continued progress, SAVE Ghana periodically uses the application to check on the districts and take actions based on their findings.

CASE STUDY: The Parliamentary Select Committee on Education visits schools for first-hand information

An effort by Sustainable Aid through Voluntary Establishment (SAVE Ghana) and the Parliamentary Select Committee



The Parliament of Ghana is responsible for oversight of the executive arm of government. Parliament's supervisory responsibilities are undertaken by various select committees. There are therefore several Parliamentary Select Committees on various aspects of governance including local government, education, health, gender and children, among others. Often times, parliament is unable to deliver on oversight responsibilities however, because funds are not available. Dr. Augustine Tawiah, a member of parliament, explains how oversight activities were rarely accomplished:

"I had been developing these plans [for visiting schools] for so long they but never got executed because funds were not available... So the support from STAR Ghana ensured the possibility because it means the money was there"

In 2018 and 2019, it had become imperative that these visits take place following the government's implementation of the Free Senior High School Policy. The policy funded the full cost of senior high school education for all students in Ghana, including supplies, boarding and meals. A huge influx of students who previously could not afford to attend, overwhelmed the school system. Senior high schools had to operate at higher capacities and build more infrastructure to accommodate the students. The Committee on Education indicated in its concept note that:



“In pursuit of the mandate of the Committee on Education which is to consider all matters relating to education generally, it has become imperative for the Committee to undertake in phases, monitoring visits to selected Senior High Schools in all the regions of the country”

As part of the STAR Ghana Phase 2 programme, STAR Ghana made significant efforts to deepen their partnership with Parliament by working with six Select Committees at the strategic level, including the Select Committee on Education. With the STAR Ghana team's help, the Select Committee on Education organised school visits to address issues and follow through on their parliamentary responsibilities. STAR Ghana collaborated with the Select Committee to develop a common work plan, negotiate a budget, modes of transportation, choice of regions, and subsequently provided all the funds needed for the visits.

During the school tours, the Select Committee on Education visited schools in five regions – Bono East, Bono, Ahafo, Ashanti and Central. The visits were made by 32 persons, including 20 committee members, accompanied by support staff including secretaries, rapporteurs, drivers, and security personnel.



CASE STUDY: Inclusive education in public schools for children with disabilities and special needs

An effort by International Child Development Programme (ICDP) Ghana

Children with disabilities or special educational needs have limited access to quality basic education because of discrimination and inadequate accessibility or accommodations available in most standard public schools. As inclusive education lags, children with special education needs tend to be overlooked entirely or underserved, which often affects their academic performance. The International Child Development Programme (ICDP) Ghana received STAR Ghana's Gender Equality and Social Inclusion (GESI) small grant, in the amount of approximately Gh¢79,000 (£10,500) and with technical support from STAR Ghana, implemented the "Improving Learners' Access to Quality Public Education Services (ILAQPES)" project in Akuapem North Municipality. The project ran for 10 months from June of 2017 through March of 2018.

Through the program, ICDP Ghana launched educational campaigns on inclusive education, engaging caregivers including parents, teachers, and community members to adopt the 'empathy approach' in accommodating children with special education needs. The project also operationalized creative arts centres in the schools and provided vocational training, such as beadmaking and small electronics repair to children with special education needs in some 25 schools in the district.

In addition to educating caregivers and expanding the skillset of children with special education needs, the programme also funded accessibility improvements. Fifty disability walkways were built in 25 schools in the district to facilitate access to school buildings for persons with disabilities. The director of ICDP Ghana, Joyce Larnyoh took it upon herself to ensure that walkways were built for each entryway and in accordance with safety standards. Roseline Quainoo, Girl Child Coordinator at Akuapem North Municipal recounts the director's involvement:

“Madam Joyce, she was so much concerned about the walk ways such that if she sees it is too steep, she would order the contractors to do it again. That's important it was”

In 2018, 11 children in the district with special education needs, gained access to schools. Children who use wheelchairs or who have difficulty walking now access classrooms on their own. The independence they gained, contributes to their confidence and increases their school attendance, which in turn results in improved academic performance. As evidenced by higher Basic Education Certificate Examination (BECE) scores, the project improved the learning outcomes of 10 highly disadvantaged basic schools.

The walkways in the school will serve children with disabilities for many years and offer them a more inviting school experience. Similarly, the foundational education parents and teachers received on children with special education needs will likely help the children attend school with less discrimination. The long term hope is that inclusive education will enable better learning and improve the future opportunities and livelihoods of these schoolchildren.

CASE STUDY: Tackling corruption from the bottom up

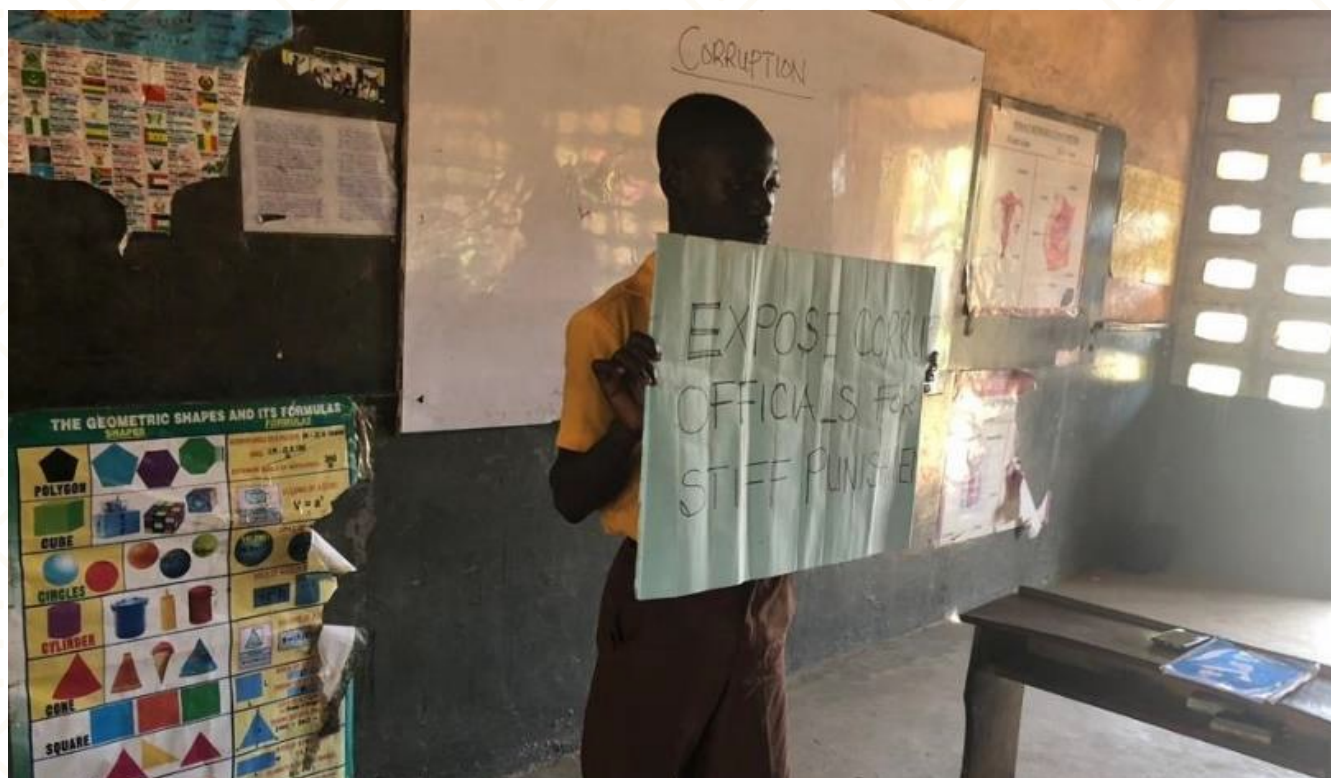
Anti-corruption curriculum shifts the mindset of students and teachers

An effort by LeadAfrique International

Despite much awareness and talk about corruption in Ghana – particularly in the media – corruption is still rampant. LeadAfrique International, a strategic partner of STAR Ghana, decided to tackle the problem from the ground up, that is, starting with children. The idea is that if children learn about corruption early – what it is, its dangers, how to prevent it – they will become adults who are not corrupt and stand against corruption. LeadAfrique secured funding from STAR Ghana in the amount of about Gh¢ 585,000 (£ 78,300) for the “Basics in Anti-corruption Education” program, with the intention to mainstream it in the Ghana Education Service (GES) Curriculum. The project ran for 18 months from April 4th, 2018 to February 29th, 2020.

To achieve the project's objectives, LeadAfrique first developed the curriculum on anti-corruption. This included lesson notes for teachers, student readers and a 6-part animation series to accompany the curriculum. The organisation also advocated for the national adoption and mainstreaming of the curriculum, through strategic meetings with heads of the major religious groups, government officials, civil society groups, and media organizations.

To gain credibility, LeadAfrique piloted the new manual and curriculum with students in seven Junior and Senior High Schools for one term. Then, a National Stakeholder Review Meeting was held to discuss the results of the pilot program and solicit buy-ins from key stakeholders. The meeting included 88 stakeholders such as the National Commission for Civic Education (NCCE), the National Council for Curriculum Assessment (NaCCA), the Commission of Human Rights and Administrative Justice (CHRAJ), Ghana Education Service (GES), faith-based organizations, education associations, and student representatives.



From the pilot project, some 60 teachers and over 3,700 students were taught the curriculum. For LeadAfrique, although the curriculum is yet to be mainstreamed in the Ghana Education Service, this exposure is an important immediate outcome of the project. Michael Ohene Effah, the Executive Director of LeadAfrique, noted that lasting change is already in progress:

“The mindset of these students and teachers have shifted greatly, which is a good outcome for us. These people will talk about what they’ve learned at home”

As students and teachers understand the issues and advocate for anti-corruption in their own circles, the program will have an even wider-reaching impact. Genevieve, a student at Accra Senior High School, shared her experience of the programme:

“I have learnt that when you have a position, you are not supposed to take advantage of it. You must always do the right thing, obeying the rules and regulations, no matter who is involved”¹

Similarly, a teacher indicated how the programme helped her change her own actions:

“formerly as a mother, when my child is sick, I would ask a colleague to handle my class and I would come and sign as being in class. But after the programme, I need to be truthful to the school and myself”²

In March of 2020, two educational units – the Pentecost Social Services and the National Chief Imam, independently provided a written commitment to adopt the curriculum and student reader on anti-corruption at their respective educational institutions.

Moving forward, LeadAfrique is committed to ensuring that the curriculum they developed is mainstreamed in the Ghana Education Service in order to sustain and build upon these initial successes. Before the project ended, the “Basics in Anti-corruption Education” curriculum was issued an International Standard Book Number (ISBN) and submitted to the National Council for Curriculum & Assessment (NaCCA) for formal assessment. Currently, LeadAfrique is working on suggestions from an agency of the Ministry of Education.

1 Impact Report of Basics in Anti-Corruption Education; LeadAfrique International, 2020

2 Ibid.



ANNEX 2:

Citizen Impact Stories

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STAR Ghana 2**

CITIZEN IMPACT STORY: The multiplier-effect of empowering women candidates for positions in government

A story about Diana Gakpeto, Charity Dela Siameh, Gladys Effah Ameyaw and ABANTU for Development

Diana Gakpeto became involved with ABANTU for Development about 10 years ago when she attempted to prevent young women in Klagon, a suburb of Tema, from travelling to countries in the Middle East such as Libya and Qatar because of the inhumane conditions immigrant women often face. The organization already worked with human trafficking issues and saw Diana as an ally in their work. ABANTU for Development supported Diana through training on women's empowerment, community mobilization and stakeholder engagements. She also gained experience and exposure from working closely with ABANTU:

“ABANTU educated all of us on several issues including women empowerment. Since then I have partnered with ABANTU in so many things and this has greatly raised my awareness and enthusiasm in helping young women to aspire to greatness.”

Diana was selected by ABANTU to attend gender equality trainings and seminars of various organisations including STAR Ghana. These trainings not only benefitted her, but also had major impacts on many other women:

“What I have benefited from ABANTU has a multiplier effect on other women”

Through her work, and with financial support (for printing of posters among others) from ABANTU, Diana encouraged two women to campaign for Unit Committee member positions in local government in their electoral areas and assisted them – one in 2016, and another in 2019.

The first woman Diana mentored was Charity Dela Siameh from Klabon. She won the 2016 election and became the assemblywoman of Adjei Kojo electoral area. She is still the only woman in the Tema Municipal Assembly.

In 2019, Diana helped Gladys Effah Ameyaw become a Unit Committee member in Klabon. Ironically, Gladys had not planned to run for the position. Rather, her husband was in the running for assemblyman of the area. During his campaign, Diana invited Gladys' husband to a book launch on women's empowerment by ABANTU's Executive Director, Dr. Rose Mensah-Kutin. What he took away from that experience shifted his perspective and compelled him to step down from his campaign. Instead, he encouraged his wife to campaign for the same Unit Committee member position and supported her along the way.

“I purposefully invited him to a book launch by Dr. Rose Mensah-Kutin and others, where he got to know about women empowerment and how that can contribute to development.”

Gladys' story in particular, speaks to the multiplier effect Diana and ABANTU's work not only has on women, but men also. Her success sets a powerful precedent for other women to pursue leadership positions, while her husband's change in perspective and resulting actions, pave the way for men to advocate for and empower women as well.

Seeing herself as a mentor and gender advocate, Diana is always looking to improve the wellbeing of women and young people. She appreciates Dr. Rose and her perspectives on empowering women:

“I personally like Dr. Rose because she speaks about women empowerment without insulting men”

Diana and her husband are both pastors at the *Living Word Sanctuary* in Klabon and Diana continues to mentor Gladys and Charity in their local government work.

CITIZEN IMPACT STORY: An aspiring assemblywoman lost the elections but gained from her campaign experience

A story about Charlotte Eyrum and ABANTU for Development

In 2019, Charlotte Eyrum was running for assemblywoman for the Harwero electoral area in Tema West Ghana when she was connected with ABANTU for Development. With support from STAR Ghana, ABANTU's project on "Strengthening Women's Capacities for Gender Responsiveness in Ghana's Local Governance System," empowered women to run for various positions in local government through capacity building and campaign funding. Charlotte was invited to participate and became part of the project.

Along with other aspiring leaders, Charlotte learned and expanded her skill set in human relations, identifying community needs, and public speaking, from trainings ABANTU offered. The project also promoted the candidates and their visibility by funding 50 campaign posters, and arranging talks on radio stations, TV programs and at STAR Ghana events.

“They taught us how to talk to people, how to mingle with people, how to work with your community ... and many more”

Despite her efforts, Charlotte lost the election. However, the training and support ABANTU provided still empowers her to contribute to her community's development:

“I organize clean up exercise ... have done two after I lost the elections. Also, I move to churches and [advise] them on how to talk to people and live peacefully with everyone.”

Through the program, Charlotte also saw personal changes take shape. With her newfound confidence she is at ease when she attends events and talks to people without hesitation:

“People see a lot of changes in me now. Earlier, when I see you, I would not talk to you. But now I mingle.”

Charlotte continues to work with her community and listens to her potential constituents. She plans to run for assemblywoman in the next elections because she believes there are a lot of problems in her community that need to be addressed.

CITIZEN IMPACT STORY: Women's involvement in decision-making improves fishing operations

A story about Gifty Cobbinah, Nana Kofi Bentil and the Daasgift Quality Foundation

With growing women's involvement, the fishing industry in Ghana's Western Region is seeing a transformation in the relationships between fishermen and fishmongers and how they operate. Landing Committees are the main regulatory body for the fishing industry. The Landing Committees make decisions on issues such as quality of the catch, prices, payment of dues as well as general rules on fishing, specific to the fishing locality.

Daasgift Quality Foundation (FNGO), a grant partner of STAR Ghana, implemented a project on "Gender Equality in Fisheries Management and Decision making" in Shama, Ellembele and Nzema East Districts from June of 2017 to May of 2019. Through networking, policy engagement, education and sensitization, the project shifted ingrained perspectives on gender roles and promoted productive discourse on gender equality and social inclusion among key stakeholders in the fishing industry. In addition, the foundation expanded the women's skill set and knowledge-base with training in bookkeeping, environmental safety, and energy conservation, among others. Gifty Cobbinah, Queen Mother of the Fish Processors Association in Ankobra, shares how the training was instrumental to support women's participation in the industry:

"Daasgift took us through training on several issues. They taught us how to keep records on the things we sell, although we didn't go to school, we can now write down, for instance, how much people owe us. They also taught us on fire safety because some of us smoke the fish, and many more ... The most of all is how they helped us to be able to hold meetings with the men"

The involvement of women in decision-making has dissipated conflict over issues such as prices, given women more influence in determining the quality of the catch, and has also helped ensure that approved methods of fishing are used. To Gifty, many aspects of women's roles in society greatly benefit the industry:

"We the women, we sell the fish in the markets. We know what people want and what they say about prices. So now that we have a say in the prices at the fishing port, everybody is happy. The fishermen understand, and the fish mongers are also happy. At first, there were always problems about the prices"

To the men, involving women in decision-making has made it easier for them to implement and enforce Landing Committee decisions. Nana Kofi Bentil, Chief Fisherman in Lower Axim, explains how women now have a stake in the decisions the committees make:

"At our fishing port, we have a rule that each fisherman or fish monger must pay dues of 100 [GH¢]. We always find it difficult to get the women to pay. But since we started involving the women, the women leaders themselves collect the dues for us. Daasgift has really helped us."

Once exclusively run by men, women now make up about 30 percent of the Landing Committee membership in these fishing regions. In Ankobra fishing port in Ellembele for example, four of the

eleven committee members are women. With support from *Daasgift Quality Foundation*, women in the fishing industry gained a voice and take ownership in the issues and decision-making processes that directly impact their livelihoods. For the fishing industry, the notable shift towards gender inclusivity and having more women in decision-making positions will continue to have positive impacts.

CITIZEN IMPACT STORY: Women gain access to land in rural Ghana by understanding their legal rights

A story about Anita Sutha and the Network for Women's Rights (NETRIGHT)

Anita Sutha has farmed her family's land in northern Ghana for years now, but recently she has much more to be proud of. Her dedication to educate women on land rights and build their capacity to negotiate and speak up for themselves, has not only helped her, but countless others to secure land rights.

In Ghana, customary lands – which make up 80% of the country's area – are managed by traditional authorities who generally operate with a loose understanding of national laws. As a result, rural women have long had to contend with land insecurity, with women's access to land subject to the whims of their elders. Anita recounts the ordeal she and other women farmers in her region went through almost every year, because they did not know their rights to access or own land.

“The problem was that the landlords were cheating we women in rural areas. Earlier when they give you the land, there was no agreement. So after you have struggled to put manure on it so it becomes fertile for organic farming, the following year, they come for it and give you another one. For the past three years, that is no more. We negotiate for the number of years and sign a paper agreement. We also have a lot of knowledge about property right[s] that is helping me in so many ways; thumbs up to NETRIGHT for opening our eyes.”

With the help of the Network for Women's Rights (NETRIGHT), a strategic partner of STAR Ghana, Anita no longer lives in uncertainty. From September 2017 to January 2020, the organization implemented a nationwide project “Addressing Systemic Barriers to Enhance Gender Equality and Social Inclusion in Land Governance” with funding support from STAR Ghana. NETRIGHT trained several groups of people on land and property rights issues and engaged women to stand up for their right to access and own land. NETRIGHT uses the STAR Ghana SMS Platform, ‘WhatsApp’ group messaging and participatory meetings to get feedback from the women, which in turn encourages them to pursue their rights because they have a network of support and resources.

With the program's help, Anita secured her rights to her family's land and is thrilled that she can now farm it for the long term:

“They made us know it is our right to demand for our land. I went to my family head and told him that next year I will be farming on my father's land at Zambo, a village in Norla in the Upper West region. He didn't say anything. I took 10 acres. You see, the elders know the truth that women also can share in their father's land. But because we didn't know, they fooled us. Now, they know that we know so if you demand for it, they can't deny you.”

Anita no longer pays rent or prepares new land for farming each year. Rather, she will reap the full benefit of her investments and efforts, year after year, and most importantly, has greater control of her livelihood.

Anita is the national coordinator for the Rural Women Farmers Association of Ghana. She now shares all the knowledge she acquires from NETRIGHT and other organisations with the association members and is a champion for women's land ownership rights. Not only did the project build capacity and empower women to advocate for their rights, most of the members now have rights to land of their own.

CITIZEN IMPACT STORY: Advocating for women's land rights on the radio in Ghana's Eastern Region

A story about Rite FM and the Network for Women's Rights in Ghana (NETRIGHT)

In 2018, Rite FM, a local radio station in Somanya in Ghana's Eastern Region, participated in a stakeholder workshop organized by the Network for Women's Rights in Ghana (NETRIGHT). As part of the organisation's project on "Addressing systemic barriers to enhance equality and social inclusion in land governance," the workshop focused on NETRIGHT's research findings on barriers to land ownership in the area and how it affects women. One of the key issues that limits women's access to land is that the consent of a male family member – usually their father or brother – is required. Daniel Adjei, former Head of Agriculture desk at Rite FM said the radio station gained helpful information on land rights and barriers to access for women from the workshop. The radio station was then able to broadcast accurate information on land rights, share resources, and for the first time, advocate for women's access to land in the area.

“As local radio station, advocacy is part of our roles. Knowing the right issues to advocate on helps to push an agenda ... the information provided by Netright helped us to start advocacy on land right”

Advocacy on land rights was included in two of the station's programmes: the 'Rite Morning Ride,' every weekday morning, and on 'Community Watch,' every Saturday afternoon. There were also 'phone-in' sessions where people called in to share their views, share their story and also seek help. The land rights advocacy component ran in these programmes for a year.

“It helped a lot. People's comments showed they had learned. We had an off-air desk where we took people's (mostly women's) issues on land access and provided the needed help. Often times, we directed them to other traditional leaders and or experts from NETRIGHT. Most women who came to us were able to access land.”

Although the programme ended in 2019, Rite FM was glad to have participated, learned from and shared critical information and resources. The valuable connections they made with individuals and organizations working on land issues, including the *Lands Commission*, *Mango Farmers Association*, and other non-governmental organisations, still helps the radio station address land access issues when needed.

CITIZEN IMPACT STORY: Fighting corruption with anti-corruption and integrity education in schools

A story about Elder Richard Amaning, Pentecost Social Services (PENSOS) and LeadAfrique

In 2019, Elder Richard Amaning, director of the Pentecost Social Services (PENSOS), attended a workshop by LeadAfrique International on anti-corruption education in schools. The workshop emphasised the need to teach children anti-corruption principles and instil in them integrity. LeadAfrique shared several materials such as cartoons and manuals on anti-corruption to engage and educate primary and secondary school children, aged six to fifteen. The lessons from the workshop compelled PENSOS to introduce anti-corruption education in its institutions, particularly in schools and hospitals. The workshop gave Elder Richard the tools and motivation to implement the curriculum:

“I was very happy about the issues discussed at the workshop. It is in line with what PENSOS has been thinking about for the next generation (10 to 20 years from now). We need to start anti-corruption from the children because that is where we can ensure behavioural change”

After the workshop, Elder Richard contacted LeadAfrique to get the “Basics in Anti-corruption” programme implemented in all Pentecost basic schools in the country; he could not wait to get approval from the National Council for Curriculum Assessment (NACaB) before educating students on this critical issue. PENSOS signed a written commitment to implement the project in all of its schools and thereafter, with the help of LeadAfrique, prepared a funding proposal for potential sources including STAR Ghana.

In preparation for the project, PENSOS organized workshops for 87 heads of Pentecost schools in the country in February 2020. The workshop was titled “Effective School Management” with the goal of improving accountability and transparency in the management of resources in Pentecost schools. The workshop was facilitated by LeadAfrique, and it started yielding positive changes before the COVID-19 movement restrictions set in. According to Elder Richard:

“Now some of the heads of our schools have written boldly on their office: ‘I don’t accept bribes here.’”

Through the project, Elder Richard intends for the theme of “Integrity in Schools” to permeate school culture. Though the project is on hold as a result of COVID-19, he plans to continue as soon as possible:

“It is important we run that project. We will pursue it when school reopens. Even if we don’t get funding, we will start it in small in few schools.”

PENSOS is now waiting for schools to reopen and funding to come through so it can roll out the “Integrity in Schools” project.

CITIZEN IMPACT STORY: Accessibility initiative in schools gives a student more than her independence

A story about Charlotte Dzivor and the International Child Development Programme (ICDP) Ghana



Charlotte Dzivor, is a capable and engaged student at her primary school in Akuapem North municipality. She uses a wheelchair but her school does not have any access ramps for her to move about on her own. Unsurprisingly, her dependence on others impacts her confidence and academics. This all changed in 2018 through the work of the *International Child Development Programme (ICDP) Ghana*. As Joyce Larnyoh, Director of ICDP Ghana, noted:

“Charlotte uses [a] wheel chair, but the school buildings were not disability friendly. Anytime she attends school, her friends virtually had to carry her before she can access the classrooms because there were no walkways the disabled could use. This wasn’t dignifying”

Between June 2017 and March 2018, ICDP Ghana, a partner of STAR Ghana, implemented a project on “Improving Learners Access to Quality Public Education Services in The Akuapem North Municipality.” ICDP Ghana adopted educational campaigns and engagements for children with special needs using the ‘Empathy Approach’ to care giving. The approach reorients caregivers of Children with Special Education Needs – such as parents, teachers and community members – to recognize their differences and accommodate their needs. In addition, the organization constructed 50 disability-friendly walkways in 25 schools, including the Mampong Nkwanta M/A basic school that Charlotte attends. To Roseline Quainoo, Girl Child Coordinator of the Akuapem North Municipality, the program made a noticeable impact:

“The project was very effective. The STAR Ghana people came around, and we went to all the schools where the walk ways had been constructed... Charlotte who uses [a] wheelchair was the most beneficiary”

Thanks to the walkways, Charlotte attends school regularly. She can move freely on her own and the improved accessibility has changed her attitude about coming to school. In her own words, she describes the impact the project had on her life:

“At first, I didn’t feel happy coming to school because I found it difficult getting to classroom and moving about. But now, I can move to every part of the school all by myself.”

In fact, the walkway impacted Charlotte beyond giving her physical independence at school. Within little time, Charlotte’s position in Primary 4 rose from tenth to first during the 2017/2018 academic year. Charlotte is now in Primary 6, and though her wheelchair needs to be replaced, she manages to get around and is still at the top of her class.



CITIZEN IMPACT STORY: In a first, a person with disabilities is elected as assemblyman in Zaring area

A story about Daniel Ajauik and the Presbyterian Community-Based Rehabilitation (PCBR)

Daniel Ajauik is the leader of a persons with disabilities group in Mwalorinsa, a small community in Kadema in the Builsa North district of Ghana's Upper East region. The formation of the group was facilitated by *Presbyterian Community-Based Rehabilitation (PCBR)* as part of its project on "Awareness and protection of Persons with Disabilities" in the Builsa North district. Funded by *STAR Ghana*, the project educated community members and their leaders – many of whom believed that disabilities are bad omens or that persons with disabilities are cursed – to accept rather than stigmatize and discriminate against persons with disabilities. The project also empowered persons with disabilities to look beyond their disabilities and live their lives like anyone else.

In 2019, bolstered by his experience from representing his persons with disabilities group at larger community and district level meetings, Daniel decided to run for assemblyman of the Zaring electoral area. Although he both struggles to walk and has a speech impairment, his disabilities did not limit his campaign. He was supported by a strong campaign team who stepped in when needed, and funding from *PCBR* covered costs such as printing posters and transportation. With *PCBR*'s support, Daniel was able to make the rounds from radio stations to community centers to market places to campaign. Aside from covering the basic costs of a campaign, Prince, the Project Coordinator for *PCBR*, suggests that the funding, perhaps more importantly, signaled support for persons with disabilities to pursue positions in government:

“We provided this assistance to a number of persons with disabilities who were contesting for positions ... we did this to let people know that they [persons with disabilities] can also hold leadership positions.”

His dedication and effort eventually paid off. In 2019, Daniel won the election by a notable margin.








“I won the election because now people's thinking about persons with disabilities is changing. Many people voted for me. It means they think I can also do something to help the community people.”

Daniel continues to lead the persons with disabilities group in Mwalorinsa, while serving as assemblyman in the Zaring electoral area. In the next three years, he hopes not only to contribute to the advancement of disability rights and recognition, but also to further the development of all communities and groups of people within his jurisdiction.

CITIZEN IMPACT STORY: Giving voice to Persons with Disabilities in Akatsi North District

A story about Saviour Xorlali Doamekpor and the Voice of Persons with Disability's (VOICE) Ghana



NOTICE OF POLL	
UNIT COMMITTEE ELECTION, 2019	
I hereby give notice that the following persons have been duly nominated to contest the Unit Committee Election in the VOLTA REGION, AKATSI NORTH District, DAKPA Unit on Tuesday 17th December, 2019.	
CANDIDATES	
	NAME: BEDZRA SAVIOUR AGE : 29 SEX: MALE OCCU: TEACHING HIGHEST QUAL: ELECTRICAL ENGINEERING TECHNICIAN
	NAME: ANTHONY TUGBEY AGE : 50 SEX: MALE OCCU: FARMING HIGHEST QUAL: MSLC
	NAME: ARYEETY DAN WELLINGTON AGE : 41 SEX: MALE OCCU: TEACHING HIGHEST QUAL: HND (BUILDING & TECHNOLOGY)
	NAME: KORTSI BERNARD TAWIAH AGE : 37 SEX: MALE OCCU: FARMING HIGHEST QUAL: BECE
	NAME: DOAMEKPOR XORLALI SAVIOUR AGE : 46 SEX: MALE OCCU: JOURNALISM / GRAPHIC DESIGNING HIGHEST QUAL: DIPLOMA IN JOURNALISM
	NAME: NYAMEKOR MARTIN AGE : 39 SEX: MALE OCCU: DRIVING HIGHEST QUAL: BECE
	NAME: AHIABU SIMON AGE : 34 SEX: MALE OCCU: FARMING HIGHEST QUAL: BECE
I further give notice that the poll will be taken at all polling stations throughout the Unit in the district on Tuesday 17th December, 2019 between the hours of 7:00 O' clock in the morning and 5:00 O' clock in the evening.	
EL. 50	CHAIRPERSON, ELECTORAL COMMISSION

Persons with disabilities often face discrimination and are very rarely represented in Ghana's government. In 2012, Saviour Xorlali Doamekpor was elected as a Unit Committee member in the Ave-Dakpa electoral area, where rights for persons with disabilities were unheard of and even a voice for them unwelcome. In rural areas especially, persons with disabilities face heavy discrimination because they are seen as a bad omen or as 'sinners.' As a person living with a disability who serves in local government in the Akatsi North District, Saviour explains how this narrative is changing:

"Now I don't feel shy any more. I move around happily and I am well known within the community. The community members now recognize and respect us. The discrimination is now a thing of the past. That is how I was able to win the Unit Committee position massively even without massive campaigning. Thanks be to VOICE Ghana and STAR Ghana for helping us."

Voice of Persons with Disability's (VOICE Ghana), a partner of STAR Ghana, implemented the "Stronger Voice" project, in the Volta and Oti regions of Ghana from June 2017 to March 2018. Through the project, VOICE Ghana formed the Disability Caucus – a group of assembly members who represent the interests of persons with disabilities – and appointed "Inclusive Ambassadors" – assembly members who participate in meetings of persons with disabilities and report back to the assembly. The organization also formed Disability Self-Help Groups in various districts to champion social change and development in their communities.

In 2019, Saviour ran for the same Unit Committee member seat again, and this time with encouragement and financial support from *Voice of Persons with Disability's (VOICE Ghana)*. He topped seven contestants and won a second term.

Aside from his role in government, Saviour now leads the Ave-Dakpa Self-Help Group. With assistance from *VOICE Ghana*, the group developed a proposal for the construction of boreholes in some parts of Ave-Dakpa.

“VOICE Ghana made us aware that if we come together, we can push for development project that benefits everyone. So we prepared the proposal and sent it to the assembly. They met us to discuss our proposal. They said because there is a mechanized borehole already community, they will instead extend it to other parts of the community”.

The district assembly has not yet approved the project because of lack of funds. However, Saviour and his group believe that if they continue to engage the assembly, the project will move forward, as will their rights and recognition in society.

CITIZEN IMPACT STORY: A teacher with a disability fights discrimination with help from women lawyers

A story about Owusu Bremah and the Federation of Women Lawyers (FIDA)

In 2019, Sirina Mahamadu the paralegal for the *Federation of Women Lawyers (FIDA)* in Sunyani District, heard of a visually-impaired teacher who was 'removed' from his post at a school he had taught at since 2008. The financial accounting teacher, Owusu Bremah, was visually impaired since December 1998. In 2018, when his vision deteriorated further, the headmaster of the school attempted to remove the teacher because he was having students read aloud for him when he could not see the text. His issue was posted to the *STAR Ghana SMS* platform by the *Ghana Federation of Disability Organizations (GFD)* in Sunyani, and through *FIDA*, Sirina provided Owusu with helpful legal advice:

“FIDA, particularly Madam Sirina has been of much assistance to me. They guided me where to send letters to seek redress. I did not know what to do.”

The legal advice and direction from *FIDA*, enabled Owusu to write letters to the *Sunyani Municipal Educational Directorate*, the *Commission for Human Right and Administrative Justice (CHRAJ)*, and the *Labour Commission*, among others. The teacher's case was brought to the *Sunyani Municipal Education Directorate* and the five-member committee determined that the teacher should be transferred to the *Catholic Education Unit*. Although he did not want to transfer, he was advised by *CHRAJ* to accept the position.

Though the collective effort led Mr. Bremah to be re-assigned to an office position at the *Catholic Education Unit*, more struggles ensued.

When he wrote an acceptance letter for the transfer with legal advice from Sirina, he requested to remain at his new post until his retirement on June 10th, 2022 (based on his date of birth of June 10th, 1962). Despite the fact that Owusu's birthdate is shown as such on his passport, Social Security and National Insurance Trust (SSNIT) and other official documents, the *Ghana Education Service (GES)* had an incorrect birth year on record for the teacher, which meant his retirement would be two years earlier, in June of 2020. Owusu recounts the hardship this caused:

“In June 2020, I had half of my salary; July and August, I had no salary. My children are still in school and I have loans to pay. Why must I serve my country and be treated this way ... all because I lost my full sight while discharging my service as a teacher?”

With continued assistance from *FIDA* and others, Owusu hopes that the *Ghana Education Service* will rectify his date of birth so he is able to continue to work and earn money to support his family until his intended retirement in 2022.

ANNEX 3: Briefings

Final Programme Evaluation of STAR Ghana 2

CHRISTIAN AID BRIEFING:

STAR Ghana 2 Final Programme Evaluation

> ACHIEVEMENTS

The final programme evaluation of STAR Ghana 2 found that the programme produced significant outcomes in five areas: Access and quality of public services; Economic rights and empowerment; Gender equality and social inclusion; Improved accountability and transparency; Free and peaceful elections.

Nearly two thirds of the outcomes were in Policies and Practices. Policy changes included new laws at national or district level, such as passage of the Land Bill or the Right to Information Bill, or new administrative regulations or procedures that had direct effects on people's lives, such as inclusion of women in District Assembly decision-making processes. The outcomes were evenly divided between national and local level. While the national level outcomes were of course significant because they set frameworks for the entire country, many local level changes were in fact systems changes as well, such as District by-laws affecting women or people with disabilities.

The programme and its Grant Partners used a wide variety of tactics to achieve these results. The most common approaches were meetings with duty bearers, alliance building, training and awareness raising, and engagement with the media. Most outcomes were the product of multiple tactics used by several stakeholders, and most required considerable time to come to fruition. Pathways to change for some of the more difficult results – such as passage of the Land Act, or increased funding for mental health – were actually quite complex, and did not follow any linear route to success.

> SUSTAINABILITY

A key outcome of the programme was the establishment of the STAR Ghana Foundation, an independent Ghanaian organisation dedicated to continuing the work of STAR Ghana. Prospects for the sustainability of the Foundation are bright, though uncertainty over funding in the past year meant that the Foundation has had to start off cautiously. Attempting to set up an independent Foundation while implementing a complex programme with significant donor requirements resulted in launching the Foundation before it had a chance to establish its independent character and bring in its own funding. Experience from elsewhere in Africa suggests that successful new institutions like the Foundation do well when they: have continued support from the founding donors for a few years; do strong outreach to all stakeholders, domestic and overseas; improve the climate for local giving, including from the diaspora; and build a strong case for support from potential funders. The Foundation has built a firm base in all four of these areas.

AT A GLANCE

STAR Ghana Phase 2 Programme

The STAR Ghana 2 programme was a five year (2016-2020), £21.1 million programme funded by the Department for International Development (DFID), Danish International Development Agency (DANIDA), and the European Union. It was managed by a consortium led by Christian Aid. The programme's ultimate objective was to contribute to a well-informed and active civil society, able to contribute to transformational change around key challenges of poverty, inequality, and inclusion for all citizens.

> KEY LEARNING for similar Christian Aid programmes

1. The considerable achievements of the programme show that a combination of grants, capacity building for Civil Society Organisations, and strategic brokering of relationships and influence with duty bearers can produce results for democracy, accountability, and social inclusion.
2. The contributions of the Programme Management Team have produced a legacy that other programmes can use, especially in building social inclusion, deepening understanding of political economy, and creating a learning environment.
3. The overemphasis on grant compliance came at the expense of the flexibility often needed in shifting policy and cultural change efforts. The reasons for it – to satisfy donor requirements, maintain credibility, and demonstrate competence for current and future funders – are clear, but it came at a cost.
4. One-off grants and convenings were sometimes successful, but often limited the ability of the programme or its partners to follow up and build on successes.
5. Attempting to set up an independent Foundation while implementing a complex programme with significant donor requirements resulted in launching the Foundation before it had a chance to establish its independent character and bring in its own funding. Seconding of staff from Christian Aid to the STAR Ghana Foundation boosted its capacity while the programme was running, but masked its weaknesses, which were exposed when donor commitments became uncertain.
6. Christian Aid gave up control for some important Foundation functions in the last year of the programme, while remaining accountable for the whole programme to donors. This gradual process meant managers had to tread a narrow path between control and empowerment of the new organisation.

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CITIZENS BRIEFING:

STAR Ghana 2 Final Programme Evaluation

> ACHIEVEMENTS

The final programme evaluation of STAR Ghana 2 found that the programme produced significant outcomes in five areas: Access and quality of public services; Economic rights and empowerment; Gender equality and social inclusion; Improved accountability and transparency; Free and peaceful elections.

Nearly two thirds of the outcomes were in Policies and Practices. Policy changes included new laws at national or district level, such as passage of the Land Bill or the Right to Information Bill, or new administrative regulations or procedures that had direct effects on people's lives, such as inclusion of women in District Assembly decision-making processes. The outcomes were evenly divided between national and local level. While the national level outcomes were of course significant because they set frameworks for the entire country, many local level changes were in fact *systems* changes as well, such as District by-laws affecting women or people with disabilities.

The programme and its Grant Partners used a wide variety of tactics to achieve these results. The most common approaches were meetings with duty bearers, alliance building, training and awareness raising, and engagement with the media. Most outcomes were the product of multiple tactics used by several stakeholders, and most required considerable time to come to fruition. Pathways to change for some of the more difficult results – such as passage of the Land Act, or increased funding for mental health – were actually quite complex, and did not follow any linear route to success.

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> IMPACT STORY: Anita Sutha *on gaining women's land rights*

One person who benefitted from this work is Anita Sutha, who has farmed her family's land in northern Ghana for years now. She had long found that she had no security in the land she worked. With the help of the Network for Women's Rights (NETRIGHT), a strategic partner of STAR Ghana, Anita no longer lives in uncertainty. NETRIGHT trained several groups of people on land and property rights issues and engaged women to stand up for their right to access and own land. With the program's help, Anita secured her rights to her family's land and is thrilled that she can now farm it for the long term, and can benefit from all the composting and other investment she makes in the land.

> IMPACT STORY: Charlotte Dzivor *on accessibility initiatives for students with disabilities*

Another person whose life has changed thanks to this work is Charlotte Dzivor, a capable and engaged student at her primary school in Akuapem North municipality. Because she uses a wheelchair to get around, she had trouble moving around her school, and often had to be carried by others. With assistance from International Child Development Programme (ICDP) Ghana and funding from STAR Ghana, her school and 50 others were able to construct walkways for wheelchairs. Charlotte said

“At first, I didn’t feel happy coming to school because I found it difficult getting to classroom and moving about. But now, I can move to every part of the school all by myself.”

With her newfound confidence, she rose to the top of her Primary 6 class.

> IMPACT STORY: Gifty Cobbinah *on women’s empowerment and leadership in the fishing industry*

The programme also supported women to take increased leadership roles in the fishing industry. Daasgift Quality Foundation (FNGO), a grant partner of STAR Ghana, promoted discussion of gender roles in the industry, and trained women in bookkeeping, environmental safety, and energy conservation, among others. Gifty Cobbinah, Queen Mother of the Fish Processors Association in Ankobra, recounted how

“they taught us how to keep records on the things we sell, although we didn’t go to school, we can now write down, for instance, how much people owe us ... Though most of all is how they helped us to be able to hold meetings with the men.”

Once exclusively run by men, women now make up about 30 percent of the Landing Committee membership in these fishing regions, and have brought in new perspectives to how the industry should be run.

“We the women, we sell the fish in the markets. We know what people want and what they say about prices. So now that we have a say in the prices at the fishing port, everybody is happy. The fishermen understand, and the fish mongers are also happy.”

> ONGOING IMPACT: STAR Ghana Foundation

The programme also created the STAR Ghana Foundation, a 100% Ghanaian organisation that will carry the work forward now that the programme has ended. The Foundation is an experienced civil society support organisation which uses a strategy of deep engagement with Grant Partners to build capacity, strengthen networks, and make a sustained impact. Its profound knowledge of the work of civil society in Ghana for citizen influencing that advances democracy, accountability, and social inclusion make it an ideal partner for funders and partners who share those goals. This is the Unique Selling Point of the Foundation.

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CIVIL SOCIETY ORGANISATIONS BRIEFING:

STAR Ghana 2 Final Programme Evaluation

> ACHIEVEMENTS

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> RECOMMENDATIONS going forward

1. **Expand the scope of engagement** to non-traditional and informal Civil Society Organisations to expand the boundaries of inclusion and support citizen-led initiatives.
 - a. **Adapt partner engagement, grantmaking practices, and technical assistance** to better support a movement building approach: adaptive management, built-in flexibility in grant agreements, technical support more oriented to strategy, tactics, and relationships than to compliance.
 - b. **Continue to use STAR Ghana Foundation contacts, influence, and systems knowledge** to broker relationships among Grant Partners and duty bearers.
 - c. **Integrate Political Economy Analysis into engagement and grantmaking practice** to inform decisions on an ongoing basis, and build in movement-friendly practices such as core support, repeat grants, and funding for networks that include non-formal Civil Society Organisations and non-traditional partners.
2. **Adapt the monitoring, evaluation, and learning system** to track complex social change events: methods such as outcome journals and Most Significant Change can work, especially if they are done on an ongoing basis, and not generated externally after long periods of time have passed.
3. **Revisit the strategy of Convening, Catalysing, Coordinating, and Learning** to retain its key values while operating on reduced budgets. Adaptations might include doing fewer Grant Partner visits after original trust is established, and use of external auditors and organisational development specialists built into grant budgets. Staff have sufficient experience to work out how to retain the core functions with reduced resources.
4. STAR Ghana makes grants to numerous Civil Society Organisations small and large, local and national, across the country. Going forward STAR Ghana should **develop a strategy and criteria for identifying and growing citizens organisations** which are playing a catalytic role for citizens in specific selected issues and places.
5. **Publicize the legacy documents** that document the programme's achievements on social inclusion, Political Economy Analysis, learning and related documents both in Ghana and abroad. Develop accessible presentations of them and seek out as many opportunities to share the work as possible.

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EXTERNAL ACTORS/DONORS BRIEFING:

STAR Ghana 2 Final Programme Evaluation

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At the core of STAR Ghana's work was a strategy of Convening, Catalysing, Coordinating, and Learning. The programme provided some £7 million in grants for Civil Society Organisations, and embedded these grants in a system of support and influence that boosted the likelihood that Grant Partners would achieve their objectives. Convening not only brought Civil Society Organisations together to strategise and learn, it also opened spaces for interaction with Parliament and key executive state institutions at both local and national levels. Catalysing built capacity of Civil Society Organisation to manage their operations and increase their skills, and Coordinating facilitated cooperation among Civil Society Organisations, media houses, Members of Parliament, and other duty bearers. Supporting all these activities, the programme built in learning opportunities for staff, Grant Partners, and Members of Parliament on a monthly, quarterly, and annual basis. Interviews with many stakeholders suggested that the need for compliance sometimes overshadowed these strategies, and made the programme somewhat inflexible in managing grants.

A key outcome of the programme was the establishment of the STAR Ghana Foundation, an independent Ghanaian organisation dedicated to continuing the work of STAR Ghana. The STAR Ghana Foundation is

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Prospects for the sustainability of the Foundation are bright, though uncertainty over funding in the past year meant that the Foundation has had to start off cautiously. Attempting to set up an independent Foundation while implementing a complex programme with significant donor requirements resulted in launching the Foundation before it had a chance to establish its independent character and bring in its own funding. Experience from elsewhere in Africa suggests that successful new institutions like the Foundation do well when they: have continued support from the founding donors for a few years; do strong outreach to all stakeholders, domestic and overseas; improve the climate for local giving, including from the diaspora; and build a strong case for support from potential funders. The Foundation has built a firm base in all four of these areas.

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BRIEFING for STAR GHANA FOUNDATION:

STAR Ghana 2 Final Programme Evaluation

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> SUSTAINABILITY

A key outcome of the programme was the establishment of the STAR Ghana Foundation. Prospects for the sustainability of the Foundation are bright, though uncertainty over funding in the past year meant that the Foundation has had to start off cautiously. Attempting to set up an independent Foundation while implementing a complex programme with significant donor requirements resulted in launching the Foundation before it had a chance to establish its independent character and bring in its own funding. Experience from elsewhere in Africa suggests that successful new institutions like the Foundation do well when they: have continued support from the founding donors for a few years; do strong outreach to all stakeholders, domestic and overseas; improve the climate for local giving, including from the diaspora; and build a strong case for support from potential funders. The Foundation has built a firm base in all four of these areas.

> ONGOING IMPACT: *STAR Ghana Foundation*

The Foundation is an experienced civil society support organisation which uses a strategy of deep engagement with Grant Partners to build capacity, strengthen networks, and make a sustained impact. Its profound knowledge of the work of civil society in Ghana for citizen influencing that advances democracy, accountability, and social inclusion make it an ideal partner for funders and partners who share those goals. This is the Unique Selling Point of the Foundation.

> RECOMMENDATIONS going forward

1. **Expand the scope of engagement** to non-traditional and informal Civil Society Organisations to expand the boundaries of inclusion and support citizen-led initiatives.
 - a. **Adapt partner engagement, grantmaking practices, and technical assistance** to better support a movement building approach: adaptive management, built-in flexibility in grant agreements, technical support more oriented to strategy, tactics, and relationships than to compliance.
 - b. **Continue to use STAR Ghana Foundation contacts, influence, and systems knowledge** to broker relationships among Grant Partners and duty bearers.
 - c. **Integrate Political Economy Analysis into engagement and grantmaking practice** to inform decisions on an ongoing basis, and build in movement-friendly practices such as core support, repeat grants, and funding for networks that include non-formal Civil Society Organisations and non-traditional partners.
2. **Adapt the monitoring, evaluation, and learning system** to track complex social change events: methods such as outcome journals and Most Significant Change can work, especially if they are done on an ongoing basis, and not generated externally after long periods of time have passed. The system needs to balance learning with demands on time for staff and Grant Partners.
3. **Revisit the strategy of Convening, Catalysing, Coordinating, and Learning** to retain its key values while operating on reduced budgets. Adaptations might include doing fewer Grant Partner visits after original trust is established, and use of external auditors and organisational development specialists built into grant budgets. Staff have sufficient experience to work out how to retain the core functions with reduced resources.
4. STAR Ghana makes grants to numerous Civil Society Organisations small and large, local and national, across the country. Going forward STAR Ghana should **develop a strategy and criteria for identifying and growing citizens organisations** which are playing a catalytic role for citizens in specific selected issues and places.
5. **Publicize the legacy documents** that document the programme's achievements on social inclusion, Political Economy Analysis, learning and related documents both in Ghana and abroad. Develop accessible presentations of them and seek out as many opportunities to share the work as possible.
6. **Hire full-time programme and/or fundraising staff** as soon as possible. If sufficient resources are not available right away, staff can double up on tasks, since good programmes typically raise money. Use STAR Ghana Foundation's reputation as an experienced and respected coordinator of Civil Society Organisations in Ghana as a key asset for donors in channelling their funding effectively.
7. **Founding donors should continue to use relationships with other donors** to pave the way for Foundation staff to approach new donors for at least the next two years.

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STATE ACTORS BRIEFING:

STAR Ghana 2 Final Programme Evaluation

> ACHIEVEMENTS

The final programme evaluation of STAR Ghana 2 found that the programme produced significant outcomes in five areas: Access and quality of public services; Economic rights and empowerment; Gender equality and social inclusion; Improved accountability and transparency; Free and peaceful elections.

Nearly two thirds of the outcomes were in Policies and Practices. Policy changes included new laws at national or district level, such as passage of the Land Bill or the Right to Information Bill, or new administrative regulations or procedures that had direct effects on people's lives, such as inclusion of women in District Assembly decision-making processes. The outcomes were evenly divided between national and local level. While the national level outcomes were of course significant because they set frameworks for the entire country, many local level changes were in fact systems changes as well, such as District by-laws affecting women or people with disabilities.

Duty bearers at many levels responded to overtures from Civil Society Organisations and STAR Ghana staff. Of all the changes implemented, one third of them were by executive government (ministers, ministries, departments, and agencies), and a second third by local government (MMDA). Changes at Parliament (member practices, committees, etc.) accounted for eight percent of the outcomes, though some of those were the most significant of all, since they involved important legislation like the Land Act and Right to Information Act, or structural changes such as the creation of the Scrutiny Committee. The programme also supported key committees of Parliament to increase their capacity to respond to citizen initiatives, in particular committees for Lands and Natural Resources; Gender; Constitutional, Legal and Subsidiary Legislation; and the leadership of the two main political parties in Parliament. Finally, Traditional Authorities accounted for another seven percent of outcomes, which were notable as they represented progress on social inclusion, especially for people with disabilities and women.

All stakeholders agreed that relationships between Parliament and Civil Society Organisations were greatly improved over the course of the programme. Citizen groups learned how to work with Parliamentarians to get things done, and Members of Parliament showed a new openness that led to many achievements.

The programme, duty bearers, and Grant Partners used a wide variety of tactics to achieve these results. The most successful approaches were meetings with duty bearers, alliance building, training and awareness raising, and engagement with the media. Most outcomes were the product of multiple tactics and several stakeholders, and most required considerable time to come to fruition. Pathways to change

AT A GLANCE

STAR Ghana Phase 2 Programme

The STAR Ghana 2 programme was a five year (2016-2020), £21.1 million programme funded by the Department for International Development (DFID), Danish International Development Agency (DANIDA), and the European Union. It was managed by a consortium led by Christian Aid. The programme's ultimate objective was to contribute to a well-informed and active civil society, able to contribute to transformational change around key challenges of poverty, inequality, and inclusion for all citizens.

for some of the more difficult results were actually quite complex, and did not follow any linear route to success.

A key outcome of the programme was the establishment of the STAR Ghana Foundation, an independent Ghanaian organisation dedicated to continuing the work of STAR Ghana. The STAR Ghana Foundation is an experienced civil society support organisation which uses a strategy of deep engagement with Grant Partners to build capacity, strengthen networks, and make a sustained impact. Its profound knowledge of the work of civil society in Ghana for citizen influencing that advances democracy, accountability, and social inclusion make it an ideal partner for funders and partners who share those goals.

> SUSTAINABILITY

Prospects for the sustainability of the Foundation are bright, though uncertainty over funding in the past year meant that the Foundation has had to start off cautiously. Attempting to set up an independent Foundation while implementing a complex programme with significant donor requirements resulted in launching the Foundation before it had a chance to establish its independent character and bring in its own funding. Experience from elsewhere in Africa suggests that successful new institutions like the Foundation do well when they: have continued support from the founding donors for a few years; do strong outreach to all stakeholders, domestic and overseas; improve the climate for local giving, including from the diaspora; and build a strong case for support from potential funders. The Foundation has built a firm base in all four of these areas.

> RECOMMENDATIONS going forward

1. [Continue to engage with STAR Ghana Foundation staff](#) on ways to increase the capacity of Parliament to engage with constituents and Civil Society Organisations
2. [Remain open to advocacy activity of Civil Society Organisations](#), and help them understand how to approach state actors in a productive way.

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FCDO BRIEFING:

STAR Ghana 2 Final Programme Evaluation

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Nearly two thirds of the outcomes were in Policies and Practices. Policy changes included new laws at national or district level, such as passage of the Land Bill or the Right to Information Bill, or new administrative regulations or procedures that had direct effects on people's lives, such as inclusion of women in District Assembly decision-making processes. The outcomes were evenly divided between national and local level. While the national level outcomes were of course significant because they set frameworks for the entire country, many local level changes were in fact systems changes as well, such as District by-laws affecting women or people with disabilities.

The programme and its Grant Partners used a wide variety of tactics to achieve these results. The most common approaches were meetings with duty bearers, alliance building, training and awareness raising, and engagement with the media. Most outcomes were the product of multiple tactics used by several stakeholders, and most required considerable time to come to fruition. Pathways to change for some of the more difficult results – such as passage of the Land Act, or increased funding for mental health – were actually quite complex, and did not follow any linear route to success.

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> VALUE FOR MONEY

The Value for Money strategy was based on standard principles: Economy, Efficiency, Effectiveness, and Equity. Value for Money is a particularly thorny concept to track for national-level governance

AT A GLANCE

STAR Ghana Phase 2 Programme

The STAR Ghana 2 programme was a five year (2016-2020), £21.1 million programme funded by the Department for International Development (DFID), Danish International Development Agency (DANIDA), and the European Union. It was managed by a consortium led by Christian Aid. The programme's ultimate objective was to contribute to a well-informed and active civil society, able to contribute to transformational change around key challenges of poverty, inequality, and inclusion for all citizens.

programmes, so staff developed a nuanced approach that balanced Equity and Effectiveness on the one hand with Efficiency and Economy on the other.

The STAR Ghana programme built in numerous strategies that increased the Value for Money: an initial orientation for grantees, which included training in Value for Money thinking and operations, guides to accountability procedures, and training in financial management and organisational governance; assessments of each Grant Partner in a number of areas of compliance and accountability; quarterly monitoring visits; encouraging networking and collaboration; and clear restrictions on grant flexibility. Attempts to track Value for Money through calculating cost per beneficiary ironically decreased Value for Money without a corresponding benefit in the ability to make management decision

> RECOMMENDATIONS going forward

1. **Expand the scope of engagement** to non-traditional and informal Civil Society Organisations to expand the boundaries of inclusion and support citizen-led initiatives. Adapt partner engagement, grantmaking practices, and technical assistance to better support a movement building approach: adaptive management, built-in flexibility in grant agreements, technical support more oriented to strategy, tactics, and relationships than to compliance.
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3. **Revisit the strategy of Convening, Catalysing, Coordinating, and Learning** to retain its key values while operating on reduced budgets. Adaptations might include doing fewer Grant Partner visits after original trust is established, and use of external auditors and organisational development specialists built into grant budgets. Staff have sufficient experience to work out how to retain the core functions with reduced resources.
4. STAR Ghana makes grants to numerous Civil Society Organisations small and large, local and national, across the country. Going forward STAR Ghana should **develop a strategy and criteria for identifying and growing citizens organisations** which are playing a catalytic role for citizens in specific selected issues and places.
5. **Publicize the legacy documents** that document the programme's achievements on social inclusion, Political Economy Analysis, learning and related documents both in Ghana and abroad. Develop accessible presentations of them and seek out as many opportunities to share the work as possible.
6. **Hire full-time programme and/or fundraising staff** as soon as possible. If sufficient resources are not available right away, staff can double up on tasks, since good programmes typically raise money. Use STAR Ghana Foundation's reputation as an experienced and respected coordinator of Civil Society Organisations in Ghana as a key asset for donors in channelling their funding effectively.
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ANNEX 4: Description of Methodology

Introduction

The Terms of Reference (TORs) for this evaluation called for the conduct of Outcome Harvesting to assess the outcomes that the programme contributed to, along with Key Informant Interviews with key actors to verify the outcomes identified and to assess the other criteria and evaluation questions. The TORs also called for the production of six case studies of grant programmes and 10 citizen impact stories to provide more depth to the findings. Given the restrictions imposed by the COVID-19 pandemic the TORs also required an explanation of how the evaluation would manage such restrictions including avoiding risks of spreading and reputational risks.

The evaluation team followed the methodology described here.

The evaluation began in late July and ran through September 2020. The starting point for the evaluation was the design of the evaluation plan, which logically arranged the key activities to be implemented leading to a successful conclusion of the assignment. The work plan proceeded along the following steps and timing.

Inception

The evaluation team organised an inception call with Christian Aid on August 3. The purpose of the inception call was to present the general understanding of the terms of reference for the evaluation, plan for the entire evaluation, and the logical steps in the outcomes harvesting. The call also provided the opportunity for a shared understanding of the reporting and administration of the evaluation. The Terms of Reference already explain who will use the results and what they will do with them, the main evaluation questions, the documentation available, and who the harvesters will be. The inception workshop provided the space for affirming these and the various contact persons.

Desk Review

Desk review was a key source of collecting data for this evaluation. The evaluation team conducted a thorough desk review of the relevant STAR Ghana documents, among them programme documents covering the period under review. The purpose of the review was to enable the evaluation team familiarise themselves with the programme and the foundation and in particular to identify the outcomes achieved by the programme from the local to the national levels. The evaluation team reviewed 108 documents obtained from the programme's team included the programme proposal, programme logframe, programme Theory of Change, GESI synthesis report, independent reviews, call evaluations, grants monitoring reports, legacy reports, workshop reports, founding studies and documents for the STAR Ghana Foundation, donor reports, and STAR Ghana annual reports and reviews for 2016 to 2020.

Outcome Harvesting Design

The evaluation team began the outcomes harvesting by organising an in-house brainstorming meeting to design a plan, establish a common understanding of key concepts in particular what constitute an outcome, a contribution, and significance in relation to the STAR Ghana theory of change and logical framework. The in-house meeting also agreed on the drafting language, the harvesting process, tasks for each member, and timelines for feedback paving the way for a detailed review of documents. The team also created a draft of the set of parameters for analysing the outcomes.

Review documentation and draft outcomes

Of the 108 documents we received for review from Christian Aid staff, 19 proved productive for outcomes. The remainder answered different questions, including understanding the overall programme and its origins, and the sustainability of the newly created institution. We also gathered outcomes from interviews with key informants and interviews for stories.

In harvesting outcomes, we recorded outcome statements, contributions, and significance. For contribution, we separated the contribution of STAR Ghana and its partners, where sufficient information was available. We harvested 113 outcomes. We used the standard outcome harvesting definition of an outcome: **changes in the behaviour, relationships, practices, policies, or actions of an individual, group, or institution.**

Key Informant Interviews

While conducting the outcome harvest, the team conducted key informant interviews. The terms of reference provided that the key informant interviews should be conducted with the donors, programme staff, Foundation's Governing Council members, grant partners, and external stakeholders, including representatives of government and the private sector.

The evaluation team used the key evaluation questions and task areas in the Terms of Reference to prepare a semi-structured interview guide (Appendix 10) as the main instrument for interviewing key informants. The evaluation team spoke to people from mid-August to first week of September 2020 to a total of 25 key informants.

Based on a list provided by the STAR Ghana team, the evaluation team purposely selected a number of key informants from each of the groupings in the list for interview. A total of 25 key informants (15 males and 10 females) were selected and interviewed. The distribution of the key informants interviewed according to their types is presented in table below.

Types of Key Informants Interviewed

Key Informant Type	Count	Percentage
Grant Partners (CSOs)	11	44
Consortium Partners	4	16
Donors	3	12
STAR Ghana Governing Council	3	12
STAR Ghana Staff	4	16
Total	25	100

We spoke to interviewees using virtual means, in particular telephone, WhatsApp, zoom and team, except in one case, which was a socially distanced in person interview. The virtual means was applied in view of the coronavirus pandemic and the need to comply with the applicable protocols on social distancing, hygiene, and public gathering.

Refinement of Outcomes

The team organized a series of online consultations on Zoom, team, telephone and WhatsApp on the initial sets of outcomes to ensure an equitable spread and representation of the various partners,

target groups, beneficiaries, and geographical regions of the program. The evaluation team spent the period mid-August to first week of September 2020 conducting consultations alongside with the interviews with STAR Ghana's management team, selected board members, donors, staff and members of the Parliament of Ghana, consortium and representatives of STAR Ghana CSOs grant partners. The consultations helped the team to introduce new outcomes and collapse and fine-tune others, contributing in a large measure to the clarity and the general quality of the outcomes harvested. The consultation also enabled the evaluation team to obtain certain details that could not be obtained from the documents that were reviewed.

Substantiation of Harvested Outcomes

Beneficiaries of the outcomes and persons or institutions that were the subject of influence by STAR Ghana interventions substantiated the refined outcomes. The evaluation team purposely selected twenty per cent (20%) of the total outcomes harvested the substantiation, as called for in classic outcome harvest methodology.¹ The 20% outcomes cut across STAR Ghana thematic areas and the various clusters facilitated by the programme, and were chosen based on both importance and the need to verify them. With contacts provided by the STAR Ghana program management team, the evaluation team used emails, telephone and WhatsApp contacts to get individuals to substantiate the outcomes related to them. We developed a simple form attached as Annex 6 that we shared outcomes with. Most substantiators replied by email to this form, but some required phone calls due to poor connectivity or the need to get responses quickly. The amount of time available for substantiation was limited by the short period of the evaluation. Media reports and publications were also used to substantiate few of the outcomes where contacts and response could not be established; this was about 0.5% of the entire 20%.

Analysis of Outcomes Harvested

The evaluation analysed the outcomes harvested in order to provide a clearer overall view of what happened in the programme, and offer coherence to the results. The evaluation approached the outcome analysis according to categories and themes of the harvest design, refined by the actual results of the programme encountered in the process. The outcome categories were analysed using Geography, Level of Significance, Who Changed, Level of Outcome, Level of Contribution, and a combination of these factors to demonstrate key elements of success or challenge. The outcomes were also analysed according to themes so as to an overall sense of what the programme has achieved.

The following is the set of parameters used to analyse the outcomes.

Categories for Analysing Outcomes

Logframe Outcome: Increased effectiveness of citizen influencing change that advances democracy, accountability and social inclusion through Civil Society Organisations

1. Who Changed
 - a. Individual citizens and community based organisations/youth groups
 - b. Civil society organisation
 - c. Coalition of civil society organisations
 - d. Private sector
 - e. Media

¹ We draw on the method as described in Ricardo Wilson-Grau, *Outcome Harvesting: Principles, Steps, and Evaluation Applications*, Information Age Publishing, Charlotte, NC, 2019; Ricardo Wilson-Grau and Heather Britt, *Outcome Harvesting*, Ricardo Wilson-Grau, Heather Britt, and the Ford Foundation, November 2013; World Bank, *Outcome-Based Learning Field Guide*, World Bank, June 2014.

- f. Traditional Authorities
 - g. Local government (MMDA)
 - h. Executive government (ministers, ministries, departments, and agencies)
 - i. Parliament (members, committees, etc.)
- 2. GESI – which group of people benefited from the change -- choose up to two (put two columns in spreadsheet)
 - a. Women
 - b. People with disabilities
 - c. Youth – ages 13-21
 - d. Geographic inclusion (rural/urban, north/south)
 - e. Elderly
 - f. Children – ages 12 and under
 - g. Informal workers
 - h. Other
- 3. What Changed -- Type of Outcome – following the three Outcome Indicators in the logframe:
 - a. Policies and Practices Changed
 - i. (shift in) discourse
 - ii. (shift in) practice
 - iii. (shift in) policy
 - iv. (Strengthened) org capacity
 - b. Duty Bearers Engaged
 - i. (shift in) discourse
 - ii. (shift in) practice
 - iii. (shift in) policy
 - iv. (Strengthened) org capacity
 - c. STAR Ghana Institution built
- 4. When – year outcome completed
- 5. Level of Outcome
 - a. local
 - b. regional
 - c. national
- 6. Theme of Change – choose up to two (put two columns in spreadsheet)
 - a. Access and quality of public services
 - b. Economic rights and empowerment
 - c. Gender equality and social inclusion
 - d. Inclusive governance, accountability, and transparency
 - e. Promoting citizens participation in elections
 - f. Regulatory framework and policies for good governance
- 7. Combinations of these factors to demonstrate key elements of success or challenge
- 8. Contribution description – STAR Ghana (SG)
 - a. These are the 5 outputs from the Logframe and Theory of Change
 - b. STAR-Ghana providing effective convener, coordinator and catalyst (CCC) and Learning role.
 - c. Effective strategic partnerships in place with policy level organisations and parliament.
 - d. STAR-Ghana funding mechanisms effectively managed, helping partners to link citizens

- and local issues to policy/decision makers and their representatives.
 - e. Ghanaian owned, strategic and sustainable mechanism established.
 - f. Communities of Practice established, functioning effectively and learning for change.
9. Contribution description – partner, parliament or other
- a. WHO contributed?
 - i. Individual citizens and community based organisations/youth groups
 - ii. Civil society organisation
 - iii. Coalition of civil society organisations
 - iv. Private sector
 - v. Media
 - vi. Traditional Authorities
 - vii. Local government (MMDA)
 - viii. Executive government (ministers, ministries, departments, and agencies)
 - ix. Parliament (members, committees, etc.)
10. What was the contribution?
- a. Citizen organizing
 - b. Organizational strengthening
 - c. Alliance building or strengthening collaborations
 - d. Protest, marches, petitions, social media campaigns
 - e. Research studies
 - f. Media engagement
 - g. Training
 - h. Meetings with duty bearers
 - i. Learning
11. When was the contribution? – year contribution began
12. Contributed where?
- a. local
 - b. regional
 - c. national
13. Significance analysis to the Theory of Change
- a. high – policy change or change in practice affecting large numbers of people, or setting precedents that will have wide application. Change in discourse only if from an extremely influential source
 - b. medium – local level policy change, or national level change in policy and practice affecting fewer people. Change in discourse or organisational capacity
 - c. low – meaningful to a small number of people, or one of many steps on a path to outcomes of more significance
 - d. none/negative

Sensemaking Workshop

The evaluation team in collaboration with the STAR Ghana Programme Management Team organized an online sensemaking workshop on 17th September 2020. The purpose of the workshop was to present the evaluation data and allow participants to make sense out of the data. The workshop brought together the STAR Ghana Program Management Team and representatives from grant partners.

The workshop reviewed the data presented, raised questions which were clarified, and made great suggestions for improving the evaluation, including refining and interpreting the analysis, outcomes, significance, and contributions.

Institutional Analysis of the STAR Ghana Foundation

To answer questions related to the progress on the Foundation and its likely sustainability, Outcome Harvesting was of limited value. Instead we relied primarily on institutional analysis based on the Management Systems International Framework.² This framework assesses the Foundation against five parameters: Oversight/Vision, Management Resources, Human Resources, Financial Resources, External Resources.

A more complete version of the framework is found in Annex 8.

Case Studies and Citizen Impact Stories

Based on the outcomes and interviews, we selected six grant programmes and 10 citizen impacts and developed narratives of them. We interviewed 20 partner staff and independent citizens to provide concrete descriptions of results of the programme to give life to the more abstract analysis. The case study approach allows for in depth interaction, description, interpretation, verification and evaluation of an issue under study. Case study also helps to narrow the boundaries of the issue being evaluated to enable tight focus and concentration needed to bring to light the objective of the evaluation. The nature of a particular case study approach provides maximum participation of key stakeholders and informants. The stories are collected in Annexes 1 and 2.

Briefings

The Terms of Reference also called for the preparation of briefings for each type of audience of the evaluation. Briefings are two page summaries of the highlights and lessons of the STAR Ghana programme.

Development of MEL Strategy and Guidance

We developed a short overview of what principles and lessons the STAR Ghana Foundation can draw from the experience of Monitoring, Evaluation, and Learning (MEL) over the past five years.

Limitations of the Evaluation

For an evaluation of this size and complexity, the time allowed for it was quite short – slightly more than two months. As a result, the team had to work quickly on a variety of tasks that ideally would have been given more time, such as scheduling the sensemaking workshop the same week the draft report was due. The team covered all the steps necessary, and quality was assured, but it did require us to approach partners and staff with reminders and follow up faster than we would have liked.

Second, in order to use the full potential of the Outcome Harvesting method, staff and partners ideally engage in an iterative process of refining and understanding outcomes. With the reduction in staff as part of the winding down of the programme, staff were not available to go through all the outcomes and clarify the paths of change that led to them. Interviews with staff and partners of course contributed a great deal to the team's understanding of the more important outcomes.

² MSI. (2015). Adapted from Management Systems International "Institutional Development Framework" funded by USAID.

The other main limitation was of course the COVID-19 situation, which meant that all activities had to be digital. For harvesting and stakeholder interviews this did not present serious issues, but for the citizen impact stories and the sensemaking workshop it required the team to try out creative means of getting what was needed without putting anyone at risk.

ANNEX 5: List of Interviews

I. Key Informant Interviews

NO	Name	Gender	Organisation	Type
1	Amidu Ibrahim-Tanko	M	STAR Ghana	Staff
2	Frank Kwaku Amoateng	M	STAR Ghana	Staff
3	Teiko Sabah	F	STAR Ghana	Staff
4	Mabel Viviey	F	STAR Ghana	Staff
5	Charles Abugre	M	STAR Ghana	Board
6	Esther Offei- Aboagye	F	STAR Ghana	Board
7	Nana Afadzinu	F	STAR Ghana	Board
8	Barry Smith	M	Social Development Direct	Consortium Partner
9	Emmanuel Kuyole	M	Centre for Extractives Development Africa (CEDA)	Grant Partner
10	Nana Ama Yirah	F	COLANDEF/Land Rights Cluster	Grant Partner
11	Clara Osie-Boateng	F	DFID	Donor
12	Diana Quarshie	F	DFID	Donor
13	Jemima Gordon-Duff	F	DFID	Donor
14	Peterson Bediako Asare	M	CEDEP	Grant Partner
15	Ewald Garr	M	IDEG	Grant Partner
16	Kofi Jonah	M	IDEG	Grant Partner
17	Joseph Yeboah	M	IDEG	Grant Partner
18	Esi Sey	F	IDEG	Grant Partner
19	Charles Nyante	M	Voice Ghana	Grant Partner
20	Edem Agbe	M	Participatory Development Associates	Grant Partner
21	Michael Ohene	M	LeadAfrique International	Grant Partner
22	Dr. Rose Mensah-Kutin	F	ABANTU for Development	Grant Partner
23	Andrew Chalinder	M	Humentum	Consortium Partner
24	John Nkum	M	Nkum Associates	Consortium Partner
25	Dan Harris	M	Overseas Development Institute	Consortium Partner

II. Interviews for Case Studies and Citizen Impact Stories

1.	Charlotte Eyrarn	Beneficiary of Abantu
2.	Mr. Owusu Bremah	Beneficiary of FIDA
3.	Dr. Augustine Tawiah	Member of Parliament
4.	Anita Sutha	Beneficiary of NETRIGHT
5.	Mr. Iddi Zakaria	Director of Shea Network
6.	Saviour Xorlali Doamekpor	Beneficiary, VOICE Ghana
7.	Daniel Adjei	Rite FM, Somanya
8.	Madam Gifty Cobbinah	Beneficiary of Daasgift
9.	Marian Kyei	STAR Ghana Parliamentary Support Manager
10.	Nana Kofi Bentil	Beneficiary of Daasgift
11.	Elder Richard Amaning	Pentecost Social Services
12.	Azunga Prince Kwesi	Project Officer, PBCR
13.	Daniel Ajauik	Beneficiary of PBCR
14.	Roseline Quainoo	Girl Child Coordinator
15.	Charlotte Dzivor	Beneficiary of ICDP
16.	Joyce Larnyo (Ms)	Head of ICDP
17.	Sirina Mahamadu	FIDA, Paralegal
18.	Michael Ohene-Effah	Director, LeadAfrique
19.	Joe Soglo	Project Officer, ROHEO
20.	Moses Batong	Director, SAVE Ghana

ANNEX 6: Template for Substantiation

Template for Recording Outcomes

Evaluation of STAR Ghana

I am part of team contracted by Christian Aid to evaluate the STAR Ghana project. We are speaking to a number of stakeholders to get their perspectives on the programme. We have reviewed the documents of the programme and found the outcomes below. We need your collaboration to get these outcomes right since you are one of the people knowledgeable about what has actually been achieved.

Please mark below next to your answer. If you wish to make a comment to clarify, that would also be very helpful. This information will be on the record and open to readers of our final report.

Outcome:

To what degree do you agree with the above statement?

Fully__ Partially__ Disagree__ No opinion__

Comments if you'd like to add anything: _____

Significance:

To what degree do you agree with the above statement?

Fully__ Partially__ Disagree__ No opinion__

Comments if you'd like to add anything: _____

Contribution:

To what degree do you agree with the above statement?

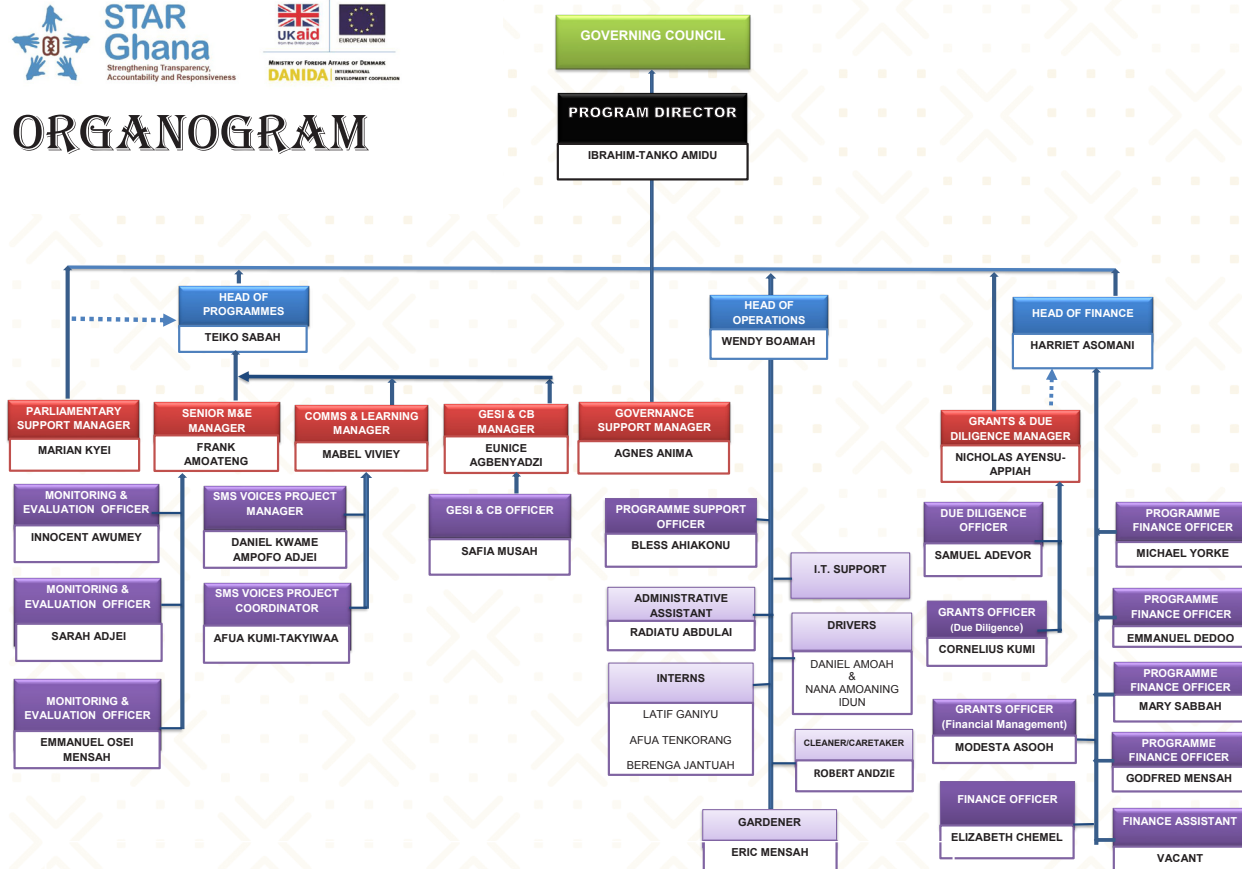
Fully__ Partially__ Disagree__ No opinion__

Comments if you'd like to add anything: _____

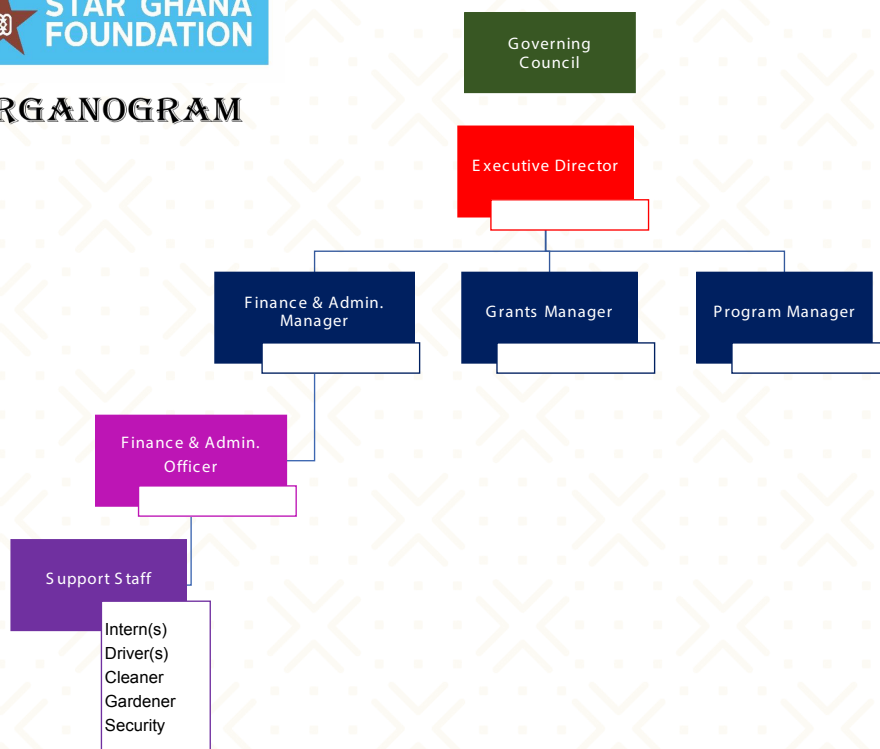
ANNEX 7: Organograms



ORGANOGRAM



ORGANOGRAM



ANNEX 8: Institutional Development Profile

1. Oversight/Vision

- a. Board
- b. Mission
- c. Autonomy

2. Management Resources

- a. Leadership Style
- b. Participatory Management
- c. Planning
- d. Monitoring and Evaluation
- e. Management Systems

3. Human Resources

- a. Staff Skills
- b. Staff Development
- c. Organizational Diversity

4. Financial Resources

- a. Financial Management
- b. Financial Vulnerability
- c. Financial Solvency

5. External Resources

- a. Public Relations
- b. Community vis a vis Organization
- c. Ability to Work with Gov't Bodies
- d. Ability to work with NGOs

ANNEX 9: Outcome Statements

Outcome Description	Significance	Contribution Description
The Parliament of Ghana passed the Right to Information bill into law in 2019	Increased access to information will expand the frontiers of transparency and accountability, yet various parliaments of the fourth Republic have failed to pass the RII bill for several years.	STAR Ghana provided technical support (participating in meetings, making inputs in draft documents) and facilitated the work of coalitions of CSO partners (the RTI Coalition, the Media Coalition on the RTI) and the Legal and Constitutional Affairs Committee of Parliament on the issue of the right to information, over the past 8 years
In 2019, Parliament finally established the Scrutiny Office as a mechanism to enhance its effectiveness in reviewing contracts, agreements and bills brought before it for consideration	Parliament is the body responsible for passing bills into laws and approving contract agreements brought before it. The establishment of the Scrutiny Office will enhance the efficiency of Parliament in the review and approval of bills and contracts consistent with efficiency and effectiveness of service delivery	Since 2012, STAR Ghana has been providing funding support to various Select Committees of Parliament and other CSOs to promote reforms that transform and ensure the effectiveness of Parliament, particularly in the area of the timely review of contracts, agreements and Bills. The Select Committee on Constitutional, Legal and Subsidiary Legislation successfully convened meetings on the establishment of the Scrutiny Office.

<p>In 2019, the Ministry of Gender, Children and Social Protection (MoGCSP) sent the Affirmative Action bill to Cabinet for consideration, after more than 10 years of being stuck at the Ministry; and the bill includes issues put forward by women's rights organisations and the disability movement.</p>	<p>The revised bill incorporated views and concerns of the diverse stakeholders, particularly women's rights organisations (WRO) and the disability movement. Disagreements between these groups and Parliament had led to the bill being stuck at the (MoGCSP) for more than 10 years.</p> <p>The Ministry of Women now MoGCSP facilitated the AA bill through the Attorney General's Department, Cabinet and Parliament for more than 11 times since a consensus was reached by WROs and other stakeholders in 2006, to advocate for an Act and not a policy. The initial discussing of the AA was mooted in 2006 where a cross section of CSOs and other stakeholders met in the premises of MOWAC and agreed to advocate for an Act of Parliament. Thereafter, a committee was formed in 2011 and they went round the regions and made consultations to identify critical issues for the drafting of the Bill. The NDC and NPP manifestos featured the AA as a priority action when voted into power. NPP and NDC came and passed and no action was taken. The current President of the NPP administration, in February 2017 stated that the AA Bill will be passed into law within a year at the first state of the nation address. In 2018 the President apologized for not passing it and in the last two state of the nation's address, it was not mentioned at all.</p>	<p>STAR-Ghana provided funding support for CSOs, particularly women's rights organisations (WRO) and the disability groups to research and put forward their views and concerns. Movement. The WRO including NETRIGHT and the disability groups organised various advocacy platforms, which helped brokered dialogue among the diverse stakeholders to iron out differences and mobilise a united front for advocacy, all of which also helped shape the content of the bill.</p>
<p>In 2018, Government withdrew the land bill from parliament for further consultation including with civil society groups and especially women's organisations, before re-submission.</p>	<p>STAR Ghana and allies have a broader agenda to get parliament to develop a more inclusive consultation approach to new legislation, which is an illustration of inclusiveness and responsiveness</p>	<p><i>Over a period of 10 years</i>, STAR Ghana provided funding support to NETRIGHT, Land Coalition and other civil society organisations including WROs and disability groups to advocate and present quality evidence to seek for broader consultation, on the basis of which the Land bill was withdrawn from parliament. STAR Ghana also provided technical support in the form of capacity building, making input into documents, and monitoring visits</p>

The Ministry of Inner-Cities and Zongo Development produced a final draft Legislative Instrument for the establishment of Zongo Development Fund for the consideration of Parliament.	The law will provide legal backing for budgetary release for the Ministry to deliver services to people living in the Zongos, who are among the socially marginalised groups	STAR Ghana provided funding support for the Ministry of Inner Cities and Zongo Development in the drafting of the Legislative Instrument. The Ministry of Inner Cities and Zongo Development was able to pull experts together to revise the Bill
In June 2019, Ghana Education Service (GES) and National Council for Curriculum and Assessment (NaCCA) and the Arts Education Department of University of Cape Coast developed a curriculum and animation series for anti-corruption education for Junior and Senior High Schools in Ghana	This outcome is significant because it seeks to fight against corruption by influencing values and attitudes of young children towards corruption through the education system. The collaborative approach also seeks to widen the scope of participating agencies in the fight against corruption.	Lead Afrique a grant partner (GP) of STAR Ghana supported a collaboration between Ghana Education Service (GES), National Council for Curriculum and Assessment (NaCCA) and the Arts Education Department of University of Cape Coast to develop the curriculum and animation series for anti-corruption education
In 2018, Ministry of Lands and Natural Resources revised the National guidelines for Large Land Sale to include specific provisions for smallholder land users; key new issue is the setup of a parallel structure for decisions on allodial interests; and recognition of the roles of queen mothers in decision-making on land.	The new structure in the revised guidelines provides a forum for addressing the specific concerns of smallholder land users. The recognition of the role of queen mothers in decision-making on land is a major step towards the involvement of women in the allocation and use of land. It seeks to protect the interest of some of the socially marginalised groups in Ghana, which deepens the boundaries of equality of treatment enshrined in the 1992 Constitution of Ghana	STAR Ghana provided funding support for COLANDEF and NETRIGHT under the Land Cluster during the phase II period (2016 to 2020). COLANDEF and NETRIGHT under the Land Rights Cluster convened meetings of CSOs, women, queen mothers, and small-scale landholders, conducted studies, convened, created platforms for galvanizing ideas. Some of the key issues raised included the setting up of a parallel structure for decisions on allodial interests; and recognition of the roles of queen mothers in decision-making on land.
In December 2018, the Mental Health Authority (MHA) published and launched the National guidelines for Traditional and Faith-Based Healers in Mental Health to complement protocols adopted by the Mental health Act in regulating the operations of the numerous Traditional and Faith-Based Healers in Mental Health in Ghana.	This outcome underlines the importance of coordinating effort among institutions with shared objective, which feeds into STAR Ghana 3Cs approach	Human Rights Advocacy Centre (HRAC) a STAR Ghana grant partner convened meetings and organised forums, and produced position papers on the need for the National guidelines, and also collaborated with Mental Health Authority to launch and publish the National guidelines. The project involved key stakeholders like the Mental Health Authority, Mental Health Society of Ghana, Ghana Health Service and Ghana Association of Faith-based and Traditional Medicines Practitioners (GHAFTRAM) in the development of the guidelines. This enhanced ownership and commitment among the stakeholders to implement the guidelines. STAR Ghana made a strategic grant to Human Rights Advocacy Centre between 1st September 2017 and 29th February 2020 for its advocacy activities and also funded the Mental Health Authority (MHA) for the launching in 2018

In 2019, the Inter-Ministerial Committee on Small Scale Mining revised its procedure to include the vetting of small-scale mining applications.	The change in policy demonstrates responsiveness on the part of government to citizens voice and the vetting of applications is important for ensuring, transparency, value-for-money and that applicants meet the standard requirement for environmentally friendly extraction of the minerals.	STAR Ghana funded the Media Coalition Against Galamsey and Third World Network-Africa under the Strategic Opportunities funding window over 2017 and 2018. The Media Coalition Against Galamsey and the Third World Network, both Grant Partners (GPs) under the Strategic Opportunities funding window campaigned vigorously for change of policy to streamline the operations of small-scale mining.
In 2019, the Ghana Police Service (GPS) adopted a Protocol for reporting abuse cases involving persons with disability (PWDs)	The availability of the protocol will help increase reporting of abuses against PWDs which is a critical mechanism for promoting and protecting the rights of PWDs	From September 2017 to May 2020, STAR-Ghana funded FIDA (a grant partner) and the Domestic Violence and Victim Support Unit (DOVVSU) of the GPS to collaborate and develop the guidelines. FIDA and DOVVSU held collaborative meetings, held consultative meetings with PwDs, secured views of specialists to generate a draft, and organised validation sessions
In 2019, the Ghana Police Service (GPS) revised its Service Instructions (SI), the first major revision since 1957, to include provision on digital reporting.	The revision of the service instructions illustrates responsiveness of state institutions to broaden the boundaries for anti-corruption crusade.	Since 2016, Creative Storm, an anti-corruption grant partner, has been convening series of advocacy meetings engaging the Ghana Police Service to incorporate digital reporting of crime as part of their service instructions. STAR Ghana provided funding support for Creative Storm under the Police Watch project
In 2018, the GPS developed its Communication Strategy 2018-2020, incorporating the Police Watch WhatsApp platform as a simple and accessible anti-corruption tool.	The development of a simple and accessible tool symbolises effort on the part of the police to collaborate with the public to promote accountability and fight against corruption	Since 2016, Creative Storm, an anti-corruption grant partner, has been convening series of advocacy meetings engaging the Ghana Police Service to incorporate digital reporting of crime as part of their service instructions. STAR Ghana provided funding support for Creative Storm under the Police Watch project
In 2018, the Nsawam Adoagyiri Municipal Assembly developed a Revenue Improvement Action Plan (RIAP) for the first-time ever with the involvement and active participation of carefully selected and trained advocacy groups who made vital inputs.	The participatory approach and the training have improved citizens awareness an important dimension for promoting transparency and accountability	STAR-Ghana provided funding support for ARK Development Organisation to work with the Nsawam Adoagyiri Municipal Assembly on the RIAP including training for advocacy groups to participate and make inputs.

<p>In 2019, the Ministry for Food and Agriculture (MoFA) undertook a field visit to Sisala East and West districts in the Upper West to ascertain the situation of the numerous complaints of fertiliser smuggling.</p> <p>In 2019, the Ministry for Food and Agriculture (MoFA) promised to take action against the numerous complaints of fertiliser smuggling and also form a district task force to address the problem of fertilizer smuggling in Sisala East and West districts in the Upper West region.</p>	<p>Access to fertilisers by farmers will increase crop yield and reduce hunger and poverty in the area, and smuggling will deprive farmers in the area the opportunity to increase crop yield to mitigate against hunger and poverty.</p>	<p>In 2018, CSOs including STAR-Ghana Grant Partner SILDEP produced a report on fertiliser smuggling and ran a campaign including media campaign advocating for the Hon Minister for MOFA to do a field trip to Sisala East and West districts in the Upper West region to understand and take action. The ministry undertook the field visit.</p> <p>During the Program II period, STAR Ghana provided funding support to SILDEP.</p>
<p>In 2018, the Ministry of Local Government and Rural Development (MLGRD) pledged to ensure at least a 30% appointment of women in District Assemblies (DAs) after the upcoming district level elections in December 2019.</p>	<p>This outcome is consistent with STAR Ghana's goals in relation to women's representation in political decision-making. This policy has been in place since the 1990s but no Assemblies have been able to meet it, in fact none even reached 2%. The Ministry has continued to do appointments, which for some District Assemblies gives them their only women representatives. This promise renews the commitment, which would be compulsory under the Affirmative Action bill.</p>	<p>In last two decades Women's Rights Organisations (WROs), including ABANTU, a grant partner under the Local Governance Call, advocated to the Ministry of Local Government and Rural Development to establish a quota for appointment of women in DAs.</p>
<p>In 2019, 25 District Assemblies have instituted and are holding quarterly review meetings involving People with Disabilities (PWDs) on the disbursement and management of the 3% District Assemblies Common Fund (DACF) allocation for PWDs.</p>	<p>This outcome is because it demonstrates the elements of social inclusion and state responsiveness to the voice of socially marginalised groups. The PWDs have the opportunity to influence spending in line with their real needs.</p>	<p>The Ghana Society of the Physically Disabled (GSPD) have supported PWDs through sensitisation and awareness creation on their role in the disbursement of the 3% Disabilities Fund.</p> <p>STAR Ghana has provided funding support to GSPD and the disability movement as a whole.</p>
<p>In 2019, Parliament approved the proposed new fees and charges put forward by Chamber of Pharmacy engaged with the Foods and Drugs Authority (FDA).</p> <p>The FDA agreed on the proposal from the Chamber of Pharmacy presented it to Parliament for approval through the Parliamentary Select Committee on Health/Subsidiary Legislation Committee/ Finance Committee.</p>	<p>Revised fees and charges can expand access to pharmaceutical products by lowering cost and prices which is consistent with STAR Ghana's drive for increased access and quality services</p>	<p>From 2018 to 2019, the Chamber of Pharmacy organised briefings and dialogue meetings with the Foods and Drugs Authority (FDA) on the high charges and fees on pharmaceutical products.</p> <p>The FDA organised and held meetings with the Parliamentary Select Committees on Health, Subsidiary Legislation and Finance respectively.</p> <p>Since 2016 (over the programme period), STAR-Ghana has constructively engaged (convening meetings, holding dialogue, providing input into CSOs position papers) to state and non- state duty bearers including Parliament on issues such as access and quality of social services.</p>

<p>In 2019, the Domestic Violence Unit of the Police Service (DOVVSU), and the Commission on Human Rights & Administrative Justice (CHRAJ) revised their data capture to collect inclusive data on victims of violence to enable them to provide tailored responses</p>	<p>The outcome is significant because it demonstrates inclusiveness, recognition of social marginalised groups and state responsiveness to the voice of citizens.</p>	<p>Over the last five years, FIDA has organised many forums of engagement with CSOs, DOVSU and CHRAJ to strengthen response to victims of violence, in particular domestic violence.</p> <p>During the program period, STAR Ghana provided funding support to FIDA to advocate for the rights of victims of domestic violence</p>
<p>In 2019, the Ministry of Gender, Children and Social Protection (MoGCSP) sent the Affirmative Action Bill to the Attorney General's Department to undergo final editing before being moved to Parliament for consideration on Parliament's agenda for the Fourth Session.</p>	<p>This shift of process is significant considering the Bill stayed at the Ministry of Gender, Children and Social Protection (MoGCSP) for more than a decade until recently.</p> <p>The shift also shows responsiveness on the part of the state to enhance Gender Equality and Social Inclusion as a central dimension of transformational change in Ghana.</p>	<p>Since 2009, CSOs like ABANTU for Development, African Women's Development Fund (AWDF), NETRIGHT, and CSOs Cluster on Decentralization and Citizens Participation have been advocating for the passage of the Affirmative Action Bill into Law.</p> <p>In 2016, and specifically August to September 2019, STAR-Ghana funded FIDA and the CSOs Cluster on Decentralization & Citizens Participation to embark on advocacy actions such as street walk in various cities and towns and meetings (engagement) with the Parliamentary Select Committee on Constitutional, Legal and Parliamentary Affairs.</p> <p>In 2019, STAR Ghana again convened meetings with the Parliamentary Select Committee on Constitutional, Legal and Parliamentary Affairs as acknowledged by the Ranking Member of the Committee.</p>
<p>In 2020, the Ministry of Gender, Children and Social Protection (MoGCSP) reviewed the Persons with Disability Act, (Act 715) and prepared the accompanying Legislative Instrument for stakeholders consultation before submission to Parliament for consideration.</p>	<p>The review constitutes responsiveness on the part of the state to key concerns of the PWDs. The amendment when passed by Parliament will further secure economic and political empowerment for excluded groups, in particular PWDs in Ghana.</p>	<p>Since its passage in 2006, CSOs like Ghana Federation of Disability Organisations (GFD), Mind Freedom-Ghana and the Media Caucus on Disability, Ghana Society of the Physically Disabled (GSPD) and the disability movement have been pushing (submission of petitions, holding of meetings and conferences, dialogue meetings with MoGCSP and Parliament Committees, press conferences and radio appearances) for an amendment of the Act 715 to ensure inclusiveness.</p> <p>In 2019, STAR-Ghana funded the National Council on Persons with Disability to engage a Technical Committee and Consultant to propose amendments to the Act 715 for the consideration of the MoGCSP.</p>

In 2020, the Ministry of Gender, Children and Social Protection (MoGCSP) launched a National Child Parliament.	The child parliament is an important mechanism for strengthening voices of children in governance processes in line with the social inclusiveness goal of STAR Ghana and the National Child and Family Welfare Policy of 2015 and the Justice for Children Policy of 2015.	<p>In 2019, the MoGCSP convened the World Child Day and launched the Child Parliament.</p> <p>STAR Ghana funded the 2019 World Child Day convening.</p>
On Thursday 23rd July 2020, Parliament finally passed the Land Bill into an Act.	The passage of the Land Bill into an Act of Parliament secures the economic rights of socially excluded groups particularly of women and small landholders after many years on the drawing board. In 2019, the Ministry of Lands and Natural Resources (MLNR) had withdrawn the Land Bill from Parliament for further review. The withdrawal was significant because it provided an opportunity for widening stakeholder consultation and provided basis for continuous engagement of socially excluded groups with government and parliament on land management. In 2020, the Ministry of Lands and Natural Resources reintroduced the Land Bill in Parliament.	<p>Since the programme period (2016-2020), STAR-Ghana has been providing funding CSOs Cluster on economic rights, led by NETRIGHT to advocate for the inclusion of the rights of excluded groups.</p> <p>Over the past ten years, the CSOs Cluster on economic rights, led by NETRIGHT has been engaging (holding meetings, presentation of research findings and analysis, sharing relevant briefs) with relevant stakeholders (Parliamentary Committee on Lands, MLNR, MoGCSP and other CSOs) to ensure the GESI-responsive provisions, such as spousal provisions in land inheritance in the bill are not lost through the review.</p> <p>The initial advocacy strategy was to meet the Parliamentary select committee on lands, but when the project encountered difficulties in meeting them as a group it identified Champions among the MPs and engaged such that the issues of concern to GESI groups could be incorporated into the Land Bill.</p>
In 2019, Community chiefs/leaders and the Movement of Shea Collectors signed a Memorandum of Understanding (MoU) with 32 women's groups to regulate the allocation of Shea parklands for women in various traditional areas.	The MoUs give women ownership rights of Shea trees, beyond collection of Shea on their husbands' or family farms thereby contributing to the advancement of women's economic rights for long-term investment.	In 2019, Shea Network Ghana (SNG) facilitated the signing of the Memorandum of Understanding (MoUs) after years of advocacy women rights to shea trees. The facilitation took the form of organising series of dialogue forums, meetings, and sensitisation with women, traditional authorities and officials of the District Assemblies
In 2020, Parliament approved the Legislative Instrument (LI) for Ghana's Mental Health Act submitted by the Ministry of Health (MoH).	The LI provides clarity and operationalizes the Mental Health Act for smooth implementation and secures the rights of mental health patients who have been neglected for many years.	<p>For many years, Basic Needs Ghana has been advocating for the inclusion of mental health patients in health care delivery and the passage of the LI for Ghana's Mental Health Act.</p> <p>In the 2016-2020 programme STAR-Ghana provided funding support to Basic Needs Ghana's project on Accessible and quality mental health care for poor and marginalized persons with mental disabilities.</p>

In 2019, the National Health Insurance Authority (NHIA) introduced mobile renewal of National Health Insurance Scheme (NHIS) membership.	This outcome is significant because it will reduce significantly the barriers to the renewal of the NHIS card particularly for the poor and communities who previously faced challenges accessing the NHIS offices.	Throughout 2018 and 2019, Alliance for Reproductive Health (a grant partner) engaged with the Ministry of Gender, Children and Social Protection and MoH on the need to make NHIS services available to all. During the 2016-2020 programme period, STAR Ghana provided funding support to Alliance for Reproductive Health
In 2020, STAR Ghana raised the level of awareness and interest by 34% of state and non-state duty bearers engaged in interventions on issues of inequality, corruption, accountability and elections.	Awareness and interest is crucial for Stakeholders buy in and support.	In 2020, STAR-Ghana engaged state and non-state duty bearers and partners to determine their level of responsiveness to citizens' demands around democracy, accountability and social inclusion. The engagement took the form of consultations with leadership of Committees of Parliament, Officials of Ministries, Departments and Agencies at the national level and Local Authorities at the local level, and CSOs/NGOs.
In 2019, the Ministry of Finance revised the 'Pay As You Earn' policy introduced by the Government following recommendations from SEND Ghana and the Ghana Revenue Authority (GRA) to lessen the tax burden on the poor	The revision of the Pay As You Earn' policy shows responsiveness of duty-bearer at the central state-level to the plight of the poor and the commitment to reduce the burden of the tax on the poor.	In 2018, SEND Ghana used evidence from their progressive taxation initiative to show the impact of taxes on different strata of the population, to influence government through the relevant Select Committees of Parliament, as well as the Ministry of Finance and the Ghana Revenue Authority (GRA). STAR Ghana provided funding support to SEND Ghana progressive taxation initiative during the program-2 cycle.
In December 2018, the leadership of Parliament from both the Opposition and the Government and their respective political parties agreed on the Amendments of Articles 55(3) and 243 (1) of the 1992 Constitution of Ghana to pave the way for a national Referendum to allow Metropolitan, Municipal and District Chief Executives (MMDCEs) to be elected through universal adult suffrage, rather than being appointed by the President.	The two political parties in Parliament were divided on which law to amend to pave way for the referendum. The government Party (NPP) had proposed the amendment of 243 (1) to take away the power of the President to appoint MMDCEs while the opposition Party (NDC) wanted both 243 (1) and 55 (3), 55 (3), which prevented political parties from participating in local level elections. This outcome demonstrates a clear case of responsiveness and participatory decision-making, which are key elements of democracy and good governance. However, the Minister of Local Government and Rural Development (MLGRD) eventually withdrew the Constitutional Instrument from Parliament following public rejection of the elections of MMDCEs on political party lines, which is a manifestation of responsiveness on the part of the duty-bearer	From 2017 to 2019, IDEG engaged Cabinet, Judiciary, Leadership and Members of Parliament, Council of State, Former Presidents, National House of Chiefs, National Peace Council, Forum of Regional Ministers and Metropolitan, Municipal and District Chief Executives (MMDCEs), and leaders of political parties to influence duty-bearers for the timely amendment of relevant laws to pave way for the elections of MMDCEs. STAR Ghana provided funding and technical support to Institute for Democratic Governance (IDEG) during the phase II program period.

<p>In 2019, Four District Assemblies revised and approved their by-laws to promote the rights of women and their inclusion in decision making.</p>	<p>The revision of the by-laws shows responsiveness of duty-bearers to citizens' concerns and expansion of the frontiers of social inclusion at the local level.</p>	<p>Since 2015, SONGTABA has been campaigning for District Assemblies in the Northern Region (northern, North East and Savannah Regions) to review their by-laws to promote women rights and social inclusion. Beyond these four districts, SONGTABA is working with four more District Assemblies (Nanumba North municipality, North East Gonja districts, Kumbungu district and Yunyoo district) to pass similar by-laws.</p> <p>SONGTABA is strategic local partner of ABANTU for Development in the GESI cluster; both have been collaborating in convening and messaging for gender and social inclusion in policy and practice.</p> <p>STAR Ghana funded the GESI cluster in which ABANTU for Development is a strategic partner. Also, STAR Ghana contributed to strengthening state institutions like CHRAJ, NCCE, Ghana Education Service, the Ghana Police Service (DOVVSU) and the Department of Social Welfare to be more effective in the discharge of their respective mandates through funding support and convening.</p>
<p>In 2019, traditional authorities, religious leaders and district assembly officials in Tema West and Ho Municipal Assemblies accepted and supported increase in the representation and participation of women in the 2019 District Assemblies Elections.</p>	<p>This understanding, acceptance and commitment of duty bearers has increased the level of confidence among women aspirants in the districts in particular, providing basis for widening the space for women representation and inclusiveness in decision making.</p>	<p>In 2018 and 2019, ABANTU for Development, one of STAR Ghana's Strategic Partners, engaged local partners notably chiefs, queen mothers, reverend ministers of various churches, Imams and district assembly officials in the Tema West and Ho Municipal Assemblies to restore hope for women aspirants especially women who contested in previous elections and had lost to contest in the 2019 elections.</p> <p>STAR Ghana provided funding support to ABANTU for Development for its work on GESI during the phase II program.</p>
<p>In 2019, Women in and around Ada in the Greater Accra Region produced a declaration (the Ada Declaration and Action Plan) to advocate for their rights and needs to be addressed.</p>	<p>The decision of the women to advocate for their rights and their needs is an improvement in their level for confidence to engage duty bearers, which is a key part of strengthening demand-side governance for transparency, accountability and participation.</p>	<p>Since 2016, Radio Ada has been sensitizing and mobilizing women to fight for their rights to participate in the salt industry, in local governance and fight dehumanizing treatments they go through during widowhood. During one of the convenings of Radio Ada on International Women's Day in 2019 the women produced the declaration.</p> <p>STAR Ghana provided funding and technical support to Radio Ada during the phase II program.</p>

Communities in five (5) Districts: Saboba, Yendi, Nanumba South, Nanumba North and Sagnerigu each established Youth parliaments and Community Journalists as mechanism for promoting peaceful elections and the participation of the youth in the electoral processes.	This outcome demonstrates the inclusion of the youth in local governance through the use of local level mechanisms and institutions, and at another level the outcome illustrates differential approach to the operationalization of convening and catalysing at the local level	<p>Since 2010, Youth Empowerment For Life (YeFl) has been advocating to give voice to the youth as Community Journalists, building their skills and entrepreneurial development, and establishing youth centres as rallying points for the youth and for community rallies, for coordinating and mobilizing various youth groups.</p> <p>In 2017, YeFl developed and implemented a project "You Speak UP", an initiative to enhance the participation of the youth in governance.</p> <p>Through collaboration with GDCA, this initiative was integrated into the Youth parliament concept.</p> <p>In 2017, STAR-Ghana funded the "You Speak UP" initiative and also the GESI cluster of which both GDCA and YeFl were participants.</p>
In 2018, the President of the Republic of Ghana agreed and announced to amend article 55 (3) to allow political parties participate in local level elections.	The acceptance and announcement shows responsiveness of Government to citizens self-expression and inclusiveness in decision-making	<p>Since 2014, IDEG has led vigorous campaign for the amendment of article 55 (3) to allow political parties to participate in local governance. The campaign included research, 2 meetings with the President, collaboration with Ghana Journalist Association (GJA) and NORSAAC, sometimes inviting international experts to make presentations.</p> <p>During the period 2014 to 2019, STAR Ghana provided funding to IDEG. Also in 2019, STAR Ghana convened a meeting on local governance reforms and brought an array of CSOs to brainstorm on the local level elections.</p>
By 2020, STAR Ghana had organized four clusters of CSOs as mechanisms for coordinated and collaborative actions and engaging in critical discourse around: 1. Decentralization and citizens' participation, 2. Transparency, accountability and equitability in public services and pro-poor programmes, 3. Democratic and peaceful elections, and 4. Economic rights and empowerment.	The approach creates the space for learning, sharing, participation and efficient use of resources which STAR Ghana seeks to promote	Since the inception of Phase II, STAR Ghana has applied its 3Cs and L to foster learning and opportunity for grant partners to create clusters as mechanisms for the efficient use of resources

Five Regional Coordinating Councils (RCCs) in Northern Ghana revised the Mole Series as a platform for dialogue and influencing central government for accelerated development of the north.	The focus of the summit on the development challenges of northern Ghana seeks to promote spatial inclusiveness and citizens participation	<p>In 2019, STAR Ghana funded the revival of the Mole Series Summit that brought together Regional Ministers of the five regions in Northern Ghana, CSOs and development partners to discuss the developmental challenges of the north.</p> <p>In 2020, participants of the 2019 summit organised follow-up activities like meeting with the Vice President and leaders of political parties to get them to adopt some of the recommendations of the summit.</p>
In 2019, eight districts (Wa East, Wa West, Lawra Municipal, Sissala-East, Wa Municipal, West Mamprusi, Twiffo Atti Morkwa, Ellembele) adopted the Communication strategies that the Media Foundation for West Africa (MFWA) developed to guide the public outreach efforts of District Assemblies (DAs).	The outcome is significant because it demonstrates responsiveness of duty-bearers at the local level to promote inclusiveness through effective communication, responsiveness and inclusiveness are key to the STAR Ghana program and the decentralization policy and programs in Ghana	<p>In 2018, the Media Foundation for West Africa (MFWA) developed the Communication strategies for DAs and has held meetings and organised training and sensitization on the strategies for citizens, communities and representatives of the eight districts.</p> <p>In 2019, STAR Ghana funded the Media Foundation for West Africa (MFWA) to build capacity of DAs for effective communication</p>
In 2019, for the first time citizens in all six Zonal Councils of the East Gonja Municipal Assembly (EGMA), began engaging the EGMA on a quarterly basis in discussing internal revenue generation following GDCA's engagement with the EGMA. In March 2019, after citizens in Kpalbe zonal council demanded the EGMA address their sanitation challenges, it provided the community with refuse containers.	The outcome is significant as it demonstrates responsiveness on the part of duty bearers and widening of the space for participatory decision making	<p>GDCA engaged the East Gonja Municipal Assembly through meetings and sensitizations: community level meetings, meetings with Zonal Councils in the municipality and meetings with staff of the EGMA.</p> <p>STAR Ghana funded GDCA for engagement in local governance for the period 2018-2019.</p>
In 2018 and 2019, seven (7) municipal and district assemblies, namely <i>Wa East, Kpandai, Daffama-Bussie-Issa</i> , Tarkwa-Nseam, Nkwanta, Dorma Central and Nanumba North, increased their responsiveness to citizens' demands for better healthcare and education services by providing school blocks, health facilities, maternity ward, boreholes, public toilets and disability access to various structures.	The outcome symbolises the responsiveness of duty-bearers to demands and concerns of citizens and civil society for improved service delivery to the people by local authorities.	<p>Since 2017 Voice Ghana and TV3 Network produced and broadcast documentary films together with the beneficiary communities articulating the demands and concerns of citizens regarding the quality of service delivery.</p> <p>STAR Ghana provided funding for both Voice Ghana and TV3 Network from 2017 to 29th early 2020</p>
In 2020, the President agreed to re-introduce the constitutional amendments of Article 243(1) on election of MMDCEs and Article 55(3) to ensure that the referendum, which was cancelled, takes place and his Party the New Patriotic Party (NPP) has included the amendments in its manifesto.	The inclusion of the amendments in the manifesto shows responsiveness of duty-bearers to citizens demands awhile effecting the amendments will result in major reforms at the local level governance further widening the space for democratic participation at the local level	<p>Since 2000, IDEG has been leading campaign for local governance reforms, the campaigns include meeting political parties on electoral reforms, media discussion, research, lobby meeting with the President, and holding conferences.</p> <p>STAR Ghana provided funding for IDEG from 2018 to 2020.</p>

By November 2018, the STAR Ghana Foundation was established with a clear governance structures in place and functioning, including six committees of the Governing Council (GC) which have overseen the launch of the Elections Call; the development of the grants and financial management systems and fine-tuning of the programme's 3Cs&L strategic framework.	The STAR Ghana Foundation and its governing structure is the main vehicle for channelling resources and technical support for the functioning of numerous civil society organisations in Ghana	STAR Ghana made the establishment of a credible Independent National Entity a key part of the pillar three of this program and its logframe milestones and organised extensive stakeholder consultations and engagement with partners
On February 2017, the then President Elect Nana Addo Dankwa Akufo-Addo and the former President John Dramani Mahama met where they made symbolic peaceful statements meant for the emulation of all their party followers leading to a peaceful atmosphere during the transition period.	This outcome was very important since is symbolically informed all other political activists that the leaders are were doing all they could to promote peace and so they should also follow suit.	<p><i>STAR Ghana (SG):</i> STAR Ghana provided grants, created platforms for learning sharing among CSO including the platform created for National Catholic Secretariat to share their work on Forum for Actions on Inclusion, Transparency and Harmony (FAITH) in Ghana's 2016 elections; as well as technical support in terms of project execution and reporting.</p> <p><i>Grant Partner (GP):</i> In 2017 the National Catholic Secretariat (NCS), on 2017, brokered the meeting between the two presidents on the basis of some critical information they had picked from their initial engagement with civil society actors prior to the elections which could derail the peace of the country. the meeting followed a series of engagements with citizens, political parties, and other influential people organised by the Forum for Actions on Inclusion, Transparency and Harmony (FAITH) dating from 2016. The National Catholic Secretariat moderates the forum (FAITH) which includes all the faith based associations – the National Muslim Council, Christian Council of Ghana, Ghana Pentecostal and Charismatic Council, etc.</p>
A week before the 2016 elections, National Peace Council (NPC) and the National House of Chiefs (NHC) convened a high-level meeting with technical backstopping from the Institute for Democratic Governance (IDEG) where the presidential candidates and their parties affirmed their commitment by signing the "Accra Peace Pact" on 1 st December 2016 as a way of ensuring peace before, during and after the elections.	This outcome was very important since is symbolically informed all other political activists that the leaders are were doing all they could to promote people and so they should also follow suit.	<p><i>SP:</i> In 2016, STAR Ghana provide grant support to IDEG, provide technical and financial support, and created platforms for CSOs to share learning.</p> <p><i>GP:</i> IDEG, a strategic partner of STAR Ghana has been implementing the Strategic Actions for Transformative Elections and Reforms in Ghana (SATERG) project which engaged political leaders' parties and national leaders. Those engagements influenced NPC and NHC to get the key stakeholders to show their commitment to peace.</p>

In 2016, the top political parties in Ghana included in their manifestoes disability issues as a priority, particularly those relating to the implementation of the Convention on the Rights of Persons with Disabilities and Act 715.	In a country where political party manifesto almost becomes the active national development plan for the next four years after elections, this outcome was very important to get whichever party that won to be checked against the GESI issues included in the manifesto.	SG: Ahead of the 2016 elections, STAR Ghana established a good quality strategic partnership with the Ghana Federation of Disability (GFD) by providing technical and financial support, creating platforms for learning sharing among CSOs. GP: GFD engaged with the political parties to prioritise disability issues in their manifestoes.
On the election day of 7 th December 2016, the Electoral commission of Ghana lowered the polling booths and also mounted the polling stations to make them accessible to persons with disability (PWDs).	This outcome demonstrates to some extent how the campaign on inclusiveness and gender equality is being received and implemented by duty bearers.	The Ghana Federation of Disabled (GFD) engaged with the Electoral Commission around issues of access to the voting process for persons with disability (PWD) a number of times from April to December 2016
In 2016, the Ghana Police Service implemented an effective social media communication campaign during the electioneering period.	With lots of people using social media – receiving and passing on information – the police service could also use the same medium to reach people for security issues. This outcome shows the several small but necessary ways civil society could influence duty bearers constructively.	SP: In 2016, STAR Ghana held Learning Events mid-way through the implementation of the Election Call to its grant partners which included Blogging Ghana, a grant partner. It also provided technical and financial support to the partner. GP: In 2016, Blogging Ghana which then provided a series of training sessions to the Ghana Police Service November 1st to 9th 2016 on social media tools and how to use them.
On the 30 th August 2016, all political parties in Nkwanta South, Nkwanta North and Krachi Nchumuru districts signed MoU dubbed “Nkwanta Declaration” to promote and protect the existing peace in the constituencies in those districts.	Political parties play huge role in preventing electoral violence and controlling the actions of their followers. However often political statements for peace may not always trickle down to the grassroot followers, hence, such declarations by political parties at the local level may offer more accountability and promote peace.	SG: STAR Ghana supported Royal Health Organisation (ROHEO) to undertake advocacy through financial and technical support in the form of grants, trainings and learning events. GP: Royal Health Organisation (ROHEO) with support from STAR Ghana undertook advocacy activities in August 2016 in Nkwanta South, Nkwanta North and Krachi Nchumuru districts on the need for political parties to work together to maintain peace in those districts and held a grand durbar where the declaration was read and signed.
In 2016, the Inspector-General of Police directed that all Electoral Commission offices and officials be provided with 24-hour security over the electioneering period.	The security of officers is important for ensuring the right thing is done, contributing to free and fair elections.	SG: STAR Ghana provide grant to Ghana Broadcasting Corporation as well as technical support on brokering meetings with duty bearers, reporting and project management. The Ghana Broadcasting Corporation (GBC), a grant partner of STAR Ghana under the Election Call, undertook a project called ‘Ghana Wins’ in 2016 which exposed and reported violence in the Asunafo South and Suhum districts, and the intimidation of voters by party functionaries during the voter transfer exercise.

In May 2016, the then President of Ghana, John Dramani Mahama, called for a national debate on the abuse of incumbency as part of ensuring free and fair elections in Ghana.	This was the first time a sitting president had been hit hard about the abuse of incumbency – that is using public office for political activities – to the extent that he considered there had to be a way of addressing through a national debate.	<p>SG: Through the Election call, STAR Ghana built strategic partnerships with some CSOs which resulted in a collaboration among four of them - Ghana Integrity Initiative (Lead), Ghana Anti-Corruption Coalition (GACC), CDD Ghana and Citizens Movement Against Corruption (CMaC).</p> <p>GP: These CSOs lead by Ghana Integrity Initiative (GII) collectively ran a project called Promoting a more level political playing field: Reducing abuse of incumbency. The project increased media attention as they developed a monitoring tool to track and document the issues of incumbency abuse.</p>
In 2016, for the first time ever in the district, the Akatsi North District brought People with Disability together with the traditional leaders in Ave Dakpa to make inputs into the 2018-2021 Medium Term Development Plan of the District Assembly.	Although this appears to be simple activity, its significance stems from the traditional notion that the disabled cannot stand in the presence of traditional leaders (chiefs) and so getting them together to make inputs in the medium term development plan is a great step towards ensuring an inclusive society.	<p>SG: STAR Ghana's partnership with Voice of People with Disabilities in Ghana (Voice Ghana) on GESI, provided financial and technical support in convening meetings, executing project activities, and reporting</p> <p>GP: In 2016 Voice Ghana engaged the Assembly members and traditional authorities of Nkwanta North/South and Krachi East support to support PWDs on the project in the selection of key development priorities for inclusion in the 2018-2021 priority list.</p>
In 2018, the Lower Manya Krobo Municipal (LMKM) Assembly together with PWD unions in the municipality reconstituted and revived the Disability Fund Management Committee (DFMC) which holds quarterly meetings with PWDs for proper accountability.	By creating spaces for vulnerable groups to engage with various District Assembly structures, the project contributed to strengthen the GESI objective of increasing voice and participation in local governance. GESI groups have been consciously involved in all activities of the District Assembly Structures e.g. Preparation of Development Plans and Fee Fixing Resolutions.	<p>SG: In 2018, STAR Ghana provided grant and learning on Small Grant on GESI to Youth and Women Empowerment (YOWE), a recipient of STAR Ghana's learning and small grant on GESI.</p> <p>GP: YOWE engaged the LMKM Assembly on the need to get the DFMC in place and function in line with the guidelines for managing the 3% of the District Assembly Common Fund (DACF) reserved for PWD; also, they organised live radio discussions with phone-in session on issues related to social inclusion in local governance</p>
The number of PWDs in the Lower Manya Krobo Municipality (LMKM) who accessed the PWD's share of the District Assembly Common Fund (DACF) increased from 40% in 2016 to 70% in May 2018.	By creating spaces for vulnerable groups to engage with various District Assembly structures, the project contributed to strengthen the GESI objective of increasing voice and participation in local governance	<p>SG: In 2018, STAR Ghana provided grant and learning on Small Grant on GESI to Youth and Women Empowerment (YOWE), a recipient of STAR Ghana's learning and small grant on GESI.</p> <p>GP: YOWE engaged the LMKM Assembly on the need to get the DFMC in place and function in line with the guidelines for managing the 3% of the District Assembly Common Fund (DACF) reserved for PWD; also, they organise live radio discussions with phone-in session on issues related to social inclusion in local governance</p>

<p>The draft Land Bill 2017 now contains proposals from civil society on equality and social inclusiveness considerations.</p>	<p>This ensures the vulnerable also can access land.</p>	<p>SG: In 2018, STAR Ghana adopted the strategy of ensuring that the CSOs collaborated in clusters on various themes so that they could be more coordinated in their ability to influence duty bearers. This led to creation of the Cluster on Land Rights.</p> <p>GP: The Cluster on Land Right had discourses with key policy actors, including the Lands Commission, Land Administration Project and the Parliamentary Committee on Land and Forestry. The Cluster raised a memorandum of proposals for the land bill, participated in two consultations and held two 'clause by clause' reviews of the bill with the Parliamentary Committee and the Attorney General.</p>
<p>In 2017 the Ministry of Gender, Children and Social Protection provided inputs into the Draft Land Bill 2017 (with civil society groups proposals on access and ownership of land by socially excluded groups).</p>	<p>This outcome, when finally passed into law, would go a long way to enable marginalized persons in society also access land.</p>	<p>SG: In 2018, STAR Ghana adopted the strategy of ensuring that the CSOs collaborated in clusters on various themes so that they could be more coordinated in their ability to influence duty bearers. This led to creation of the Cluster on Land Rights.</p> <p>GP: The Cluster on Land Right had discourses with key policy actors, including the Lands Commission, Land Administration Project and the Parliamentary Committee on Land and Forestry. The Cluster raised a memorandum of proposals for the land bill, participated in two consultations and held two 'clause by clause' reviews of the bill with the Parliamentary Committee and the Attorney General.</p>
<p>In 2018, the women and queen mothers of Ada, who used to be sidelined in public and council meetings, were for the first time able to hold durbars, 'marched for progress' and presented a petition to the District Chief Executive and a women's declaration presented to the Traditional council of Ada on the 8th of March, 2018.</p>	<p>This responds to gender empowerment and inclusive governance which important approaches for ensuring accountability and transparency.</p>	<p>SG: Through the STAR Ghana's grants and strategy of CSO clusters, the cluster on Inclusive Governance was formed, provided financial and technical support.</p> <p>GP: The Cluster on Inclusive Governance mobilized women went for a 'March for Progress' on the 8th of March 2018.</p>
<p>In 2018, the Anomabo market in the Mfantiman District which was begun by the previous government was completed by the present government.</p>	<p>Access to social amenities and economic infrastructure increased</p>	<p>SG: STAR Ghana provided grant to CILTAD and provided technical support for them to run programmes on projects at the district level. It also conducted learning sessions for a cluster of CSOs.</p> <p>GP: In 2018, CILTAD, one of STAR Ghana's media partners, undertook continuous monitoring of MMDA's projects, exposed their completion status which influenced the Mfantiman district to work on the uncompleted projects of the previous government.</p>

In 2018, the Brewa health clinic in the Mfantiman District, which was begun by the previous government, was completed by the present government.	Access to social amenities and economic infrastructure increased	<p>SG: STAR Ghana provided grant to CILTAD and provided technical support for them to run programmes on projects at the district level.</p> <p>GP: In 2018, CILTAD, one of STAR Ghana's media partners, undertook continuous monitoring of MMDA's projects, exposed their completion status which influenced the Mfantiman district to work on the uncompleted projects of the previous government.</p>
In 2018, the Abra market and CHPS Zone in Effutu in the Komenda District which was begun by the previous government was completed the present government.	Access to social amenities and economic infrastructure increased	<p>SG: STAR Ghana provided grant to CILTAD and provided technical support for them to run programmes on projects at the district level.</p> <p>GP: In 2018, CILTAD, one of STAR Ghana's media partners, undertook continuous monitoring of MMDA's projects, exposed their completion status which influenced the Mfantiman district to work on the uncompleted projects of the previous government.</p>
The number of beneficiaries of the disability fund in the Wassa East District increased from an average of 111 persons between 2012-2017 to 239 (more than 100%) in 2018.	The increased number of PWD who benefited from the Disability Fund in 2018 expanded the livelihood opportunities of the beneficiaries thereby strengthening the GESI objective of social inclusion in the district development process.	SKYY Media strategies included sensitisation, capacity building of PWDs, and creation of a database for PWDs. The project also facilitated the mobilisation of PWDs to directly engage with authorities at the District Assembly to discuss the fund disbursement process and other issues of concern to them, undertook monitoring on, and supported of transparency and accountability of the Disability Fund in the Wassa East District.
In the Akuapim North municipality of the Eastern region, 11 children with special education needs (CSENs) got access to schools.	This outcome relates to inclusive education for children with special education needs which is an essential component of GESI.	<p>SG: In 2018, STAR Ghana provided financial and technical supported ICDP</p> <p>GP: In 2018, International Child Development Programme (ICDP) promoted an 'empathy based' approach to care giving by teachers, construction of disability friendly pathways and the operationalisation of creative arts centres in the Akuapim North Municipality.</p>
In 2018, the Nkwanta North, Nkwanta South, Akatsi North, Central Tongu districts and Krachi East Municipality went beyond incorporation of PWDs' priorities in the MTDPs (Medium-term Development Plans) to include the recognition of Inclusion Champions selected by PWDs' self-help groups (SHGs) as mechanisms for greater interaction between PWDs, communities and DAs.	This contributes to Strengthen active participation of persons with disabilities in civic engagements, local governance and community development processes.	GP: In 2018, Voice-Ghana, a partner of STAR Ghana, implemented a project on 'Stronger Voice' where they held meetings with 5 district assemblies, held interface meetings with Inclusion Ambassadors (IAs) and self-help groups (SHGs), organised training for IAs and Disability Caucuses, mobilised PWDs leadership to engage with their respective DAs, and facilitate the gazetting process to incorporate Disability Caucus formation into the Standing Orders of the target DAs.

In the Wa East and Sisala West Districts in the Upper West region, the incidence of child marriage has reduced from nine cases (year) in thirty communities across these districts to two as at April 2018	This outcome means that girls' right to education has been safeguarded because being freed from early marriage means they can pursue their free basic education. This achievement is consistent with the GESI	In 2018, STAR Ghana provided financial and technical support to Community Development Alliance (CDA) which run a project dubbed "Let Girls Learn; End Child Marriage Now" which embarked on awareness creation, advocacy, engage the Girl Child Education Officer of the District Education Directorate and community leaders and provided support to some of the victims of child marriage or teenage pregnancies to go back to school. In 2018, the Girl Child Education Officer of the District Education Directorate together with community leaders stopped six (6) cases of child marriage in the Wa East and Sisala West districts.
In 2018, the Girl Child Education Officer of the District Education Directorate re-integrated 33 teenage mothers into schools and 21 others placed in vocational training in Wa East and Sisala West districts.	This leads to strengthening the rights of girls and children.	In 2018, STAR Ghana provided financial and technical support to Community Development Alliance (CDA) which run a project dubbed "Let Girls Learn; End Child Marriage Now" which embarked on awareness creation, advocacy, engage the Girl Child Education Officer of the District Education Directorate and community leaders and provided support to some of the victims of child marriage or teenage pregnancies to go back to school.
In 2018, the Koril, Balansa, Chiok, Pungsa and Kobdema communities of Builsa North were in the process of enskinning their first chiefs that have some form of disability although in the Builsa North district of the Upper East region, while tradition did not allow PWDs to be enskinned as chiefs.	Inclusiveness is also happening in traditional settings as well, which is a good sign of the strength of advocacy and interventions put together by civil society. To move from no tolerance for PWD in the chief's palace to want install a PWD (in whatever form) is a great step towards inclusive society.	SG: In 2018, STAR Ghana supported Presbyterian Community Rehabilitation Center (CBR) in terms of grants and provided technical and financial support in terms of learning, convenings. GP: In 2018, the Presbyterian Community Rehabilitation Centre (CBR), a partner of STAR Ghana, consistently advocated and sensitized communities in the Builsa North District in 2018 with support from STAR Ghana on the rights of persons with disability.
In 2018, four districts that is the Nanumba South, Yendi Municipality, East Mamprusi and Gushiegu in the northern region enacted by-laws, which secured for women the basis for seeking justice and receiving protection from the District Assemblies (DAs) from abuses of their rights.	This shows the protection of rights of vulnerable women accused of being witches. These alleged witches are usually banished from the communities to witch camps where they go through very dehumanizing conditions.	SG: In 2018, STAR Ghana provided grants to Songtaba, offered training on financial and technical project implementation, monitoring and evaluation, and reporting. GP: In 2018, Songtaba, a partner of STAR Ghana, collaborated with the four district assemblies in the development of the by-laws through its project dubbed "Securing the safety and dignity of women accused of witchcraft" and also worked with 6 key paramount chiefs to denounce witch accusation.

<p>In 2018, four districts that is the Nanumba South, Yendi Municipality, East Mamprusi and Gushiegu in the northern region enrolled all women living in 5 alleged witch camps on the Livelihood Empowerment Against Poverty (LEAP) as well as renewing their National Health Insurance Scheme (NHIS) cards to enable them access free health care.</p>	<p>This shows the protection of rights of vulnerable women accused of being witches. These alleged witches are usually banished from the communities to witch camps where they go through very dehumanizing conditions.</p>	<p>SG: In 2018, STAR Ghana provided grants to Songtaba, offered training on financial and technical project implementation, monitoring and evaluation, and reporting.</p> <p>GP: In 2018, Songtaba, a partner of STAR Ghana, collaborated with the four district assemblies in the development of the by-laws through its project dubbed "Securing the safety and dignity of women accused of witchcraft" and also worked with 6 key paramount chiefs to denounce witch accusation.</p>
<p>In 2018, the Ministry of Finance and the Ghana Revenue Authority (GRA) implemented two policy commitments by introducing the luxury car tax and revision of the PAYE tax in favour of low income earners.</p>	<p>This outcome was significant to the extent that the revision of the PAYE benefited the poor while revenues generated from the luxury car tax could go a long way to support vulnerable and excluded citizens. But the luxury car tax faced fierce criticism after it was implemented, and the government withdrew it.</p>	<p>In May 2018, Social Enterprise Development Foundation (SEND Ghana), a strategic partner of STAR Ghana, held policy engagement meetings with Parliament Select Committees on trade, subsidiary legislation, and finance, as well as the Ministry of Finance and the Ghana Revenue Authority (GRA) to demand progressive tax policies and initiatives that support vulnerable groups and citizens. This contributed to the revision of the Pay As You Earn (PAYE) policy in favour of low income earners and the introduction of the luxury car policy by the Government. The luxury car tax was however withdrawn during the mid-year budget review due to resistance from the luxury car owners.</p>
<p>In 2018, the government of Ghana released Ghc 529,000 for financing mental health care, about 100% increase over that of 2017.</p>	<p>The huge increase in the budget release for 2018 meant that there was more funds to serve persons with mental illnesses.</p>	<p>SG: In 2018, STAR Ghana formed clusters among the CSOs for a more coordinated action, in addition to financial and technical support.</p> <p>GP: In 2018, the CSO's cluster on Essential Services for financing mental health care intensified media campaign on mental health and this caught the attention of government.</p>

In 2018 the Ghana Police Service began a process to update the Charge Sheet to collect data that supports the identification of vulnerable groups who are victims of violence	This action by the Police would lead to the identification of victims of violence who fall within the GESI groups nationwide.	SG: STAR Ghana partnered with FIDA on the GESI call and provided technical and financial support for them. GP: Within 2018, International Federation of Women Lawyers Ghana (FIDA) worked with CHRAJ and Domestic Violence and Victims Support Unit (DOVVSU) to generate more inclusive data to provide targeted responses to GESI groups who are victims of domestic violence by analysing DOVVSU data from 2010 to 2016 and produce a baseline report, dissemination of findings and recommendations to increase knowledge and understanding of the legal challenges of GESI groups and using the report to advocate for DOVVSU to improve upon its documentation of violent offenses against GESI groups
In 2018, in Kulkpong, Wa East District of the Upper West region, the district assembly built a new Community-based Health Planning and Services (CHPS) Compound to improve access to healthcare.	The strategy of putting cases of under development or lack of social amenities in the general public kind of put the duty bearers under pressure to do what they should have done earlier. That strategy works.	In 2018, TV3 Mission Ghana, a partner of STAR Ghana, reported on TV a production of News feature reports, mobilising experts to discuss and recommend policies that can ameliorate dysfunctions in the provision of access and quality education and health care through recorded/live programs; and offer training and capacity building for some media personnel and key stakeholders.
In 2018, the Daffiama-Bussie-Issa District Assembly, in collaboration with the Ministry of Health (MoH) completed the construction of a doctor's bungalow and this in turn has encouraged a doctor to opt to work in the district.	The strategy of putting cases of under development or lack of social amenities in the general public kind of put the duty bearers under pressure to do what they should have done earlier. That strategy works.	In 2018, TV3 Mission Ghana, a partner of STAR Ghana, reported on TV a production of News feature reports, mobilising experts to discuss and recommend policies that can ameliorate dysfunctions in the provision of access and quality education and health care through recorded/live programs; and offer training and capacity building for some media personnel and key stakeholders.
In 2018, a philanthropist constructed a children's ward in the Bongo District Hospital upon seeing a documentary shown on TV3 where sick children and adults were treated in the same ward.	By highlighting the plight of some deprived communities and individuals on TV attracted the desired response from duty bearers or philanthropists. This contributed to the GESI objective of improving access of vulnerable people to quality and responsive public goods and services	In 2018, TV3 Mission Ghana, a partner of STAR Ghana, reported on TV a production of News feature reports, mobilising experts to discuss and recommend policies that can ameliorate dysfunctions in the provision of access and quality education and health care through recorded/live programs; and offer training and capacity building for some media personnel and key stakeholders.
In 2018, the Bongo District allocated GHS190,000 for the construction of a three-unit classroom block in Akolyoo community which had been in a deplorable state for several years. Construction of the classroom block was at about 85% complete.	The strategy of putting cases of under development or lack of social amenities in the general public kind of put the duty bearers under pressure to do what they should have done earlier. That strategy works.	In 2018, TV3 Mission Ghana, a partner of STAR Ghana, reported on TV a production of News feature reports, mobilising experts to discuss and recommend policies that can ameliorate dysfunctions in the provision of access and quality education and health care through recorded/live programs; and offer training and capacity building for some media personnel and key stakeholders.

<p>In 2018, the Akwapem North Municipality Assembly consented and permitted the construction of 50 disability-friendly walkways in 25 schools by the International Child Development Program (ICDP).</p>	<p>Children with special educational needs have limited access to quality basic education due to discrimination against their going to school as well as inadequate facilities for their special needs. This outcome shows increased access to formal education by children with special education needs which reflects GESI objective of ensuring that vulnerable people like children with special education needs can access, participate in and experience equal opportunities without fear of discrimination.</p>	<p>STAR Ghana (SG): STAR Ghana made a small grant to the International Child Development Program, Ghana (ICDP) for its "Improving Learners' Access to Quality Public Education Services in Akwapem North Municipality (ILAQPES) Project", and provided monitoring support during implementation.</p> <p>Grant Partner (GP): International Child Development Program (ICDP), a partner of STAR Ghana used educational campaign and engagements using 'Empathy Approach' to care giving, which re-orient care-givers of CSEs, like parents, teachers and community members to see such children as humans having feelings and special needs which should not be ignored. They met with local duty bearers to advocate for increased access for children with special needs. The project also provided vocational training in making beads, repairing phones, etc. The project needs to be extended further so that the benefit can be lasting. After the project, most of the vocational skills training the children received are not being utilised anymore or as it should be.</p>
<p>Parents and teachers of Children with Special Educational Need (CSEs) now show more understanding and willingness to help children with special educational needs leading to higher number of such children now going to school.</p>	<p>This outcome demonstrates inclusiveness in child education and consistent with STAR Ghana vision of social inclusion as well as the call that no child should be left behind.</p>	<p>International Child Development Program (ICDP), a partner of STAR Ghana used educational campaign and engagements using 'Empathy Approach' to care giving, which re-orient care-givers of CSEs, like parents, teachers and community members to see such children as humans having feelings and special needs which should not be ignored.</p>
<p>In 2018, the Sunyani Municipal Education Directorate formed a 5-member committee to investigate a case involving a visually impaired senior high school teacher who had been removed from his post by his headmaster.</p>	<p>This means the SMS platform was effective by responding to grievances and bringing to light such injustice against individual PWD that may go unnoticed and unredressed.</p>	<p>SG: In 2018, through the STAR Ghana SMS platform which allows, among others, direct access to lawyers for legal advice for marginalized citizens.</p> <p>GP: FIDA, a partner of STAR Ghana, got to know about the visually impaired teacher's case through the STAR Ghana SMS Platform. FIDA then supported the teacher to petition the District Sunyani Municipal Education Directorate.</p>
<p>In 2018, the Sunyani Municipal Education Directorate moved the visually impaired teacher who had been released from his post by his headmaster to work at the municipal education Directorate.</p>	<p>This means the SMS platform was effective in bringing to light such injustice against individual PWD that may go unnoticed and unredressed.</p>	<p>SG: In 2018, through the STAR Ghana SMS platform which allows, among others, direct access to lawyers for legal advice for marginalized citizens.</p> <p>GP: FIDA, a partner of STAR Ghana, got to know about the visually impaired teacher's case through the STAR Ghana SMS Platform. FIDA then supported the teacher to petition the District Sunyani Municipal Education Directorate.</p>

<p>In 2018, an abled man who had impregnated and abandoned a 19 year old PWD girl in the Nanumba North Municipality, accepted responsibility for the pregnancy and committed to take care of the disabled teenage mother and the unborn child (did the SMS compel the man to accept?).</p>		<p>SG: Through the STAR Ghana SMS platform which allows, among others, direct access to lawyers for legal advice and duty bearers, citizens were able to report issues of abuse, discrimination, among others.</p> <p>GP: The Songtaba project falls under the GESI-media call of STAR Ghana through the SMS platform, through which the 19 year old disabled pregnant girl's case was reported to the Gender Desk Office serving the Nanumba North Municipality which followed the case until the leadership of the disability group in the Municipality together with some opinion leaders resolved the matter.</p>
<p>Church of Pentecost Education Unit and the National Chief Imam provided written commitment for the adoption of Basics in Anti-Corruption Education (BACE) curriculum and its mainstreaming through their education units</p>	<p>The anti-corruption curriculum at the basic education level will enable Ghana to have a dedicated curriculum for the teaching of integrity among its young people, which would address corruption from the root.</p>	<p>In 2019 Lead Afrique, a strategic partner of STAR Ghana, developed the BACE curriculum, trained teachers as trainers (including improved teaching skills), piloted the curriculum in some basic schools, organized stakeholder dialogue on the need to adopt the curriculum for teaching in the basic school level.</p>
<p>In 2019, top music icons in Ghana such as Kidi and the versatile Okyeame Kwame among others galvanized other artists to embark on social media support for an anti-corruption campaign.</p>	<p>The project allowed spaces for citizen engagement with relevant state actors through contributions from the general public on radio and TV programmes. The songs, video and dramas aired on TV and radio had supporting citizens centred anti-corruption lessons and strategies that addressed corruption issues confronting people.</p>	<p>In 2019, the Musicians Union of Ghana (MUSIGA) partnered with STAR Ghana developed and share information on anti-corruption, organized dialogue around anti-corruption and produced an All Star song against anti-corruption. This encouraged other musicians who were not part of the project to also take action against corruption.</p>
<p>In August 2019, parents and teachers in Edubia Senior High School demanded for transparency and accountability in the use of school funds which led to the interdiction of a headmaster for allegation of embezzlement.</p>	<p>This outcome shows promoting active citizenship on corruption by empowering duty bearers and Parents to demand accountability from District Education Officers (DEO) in the management of public resources such as the utilization of the capitation grant and school feeding programme resources.</p>	<p>SG: STAR Ghana gave both technical support during the financial and M&E visits, educated the project team on how best to execute activities and achieve results. They organized best practice workshops for us twice during implementation of the project.</p> <p>GP: Theatre for Social Change (TfSC), a small grant partner of STAR Ghana organised capacity building workshops for school feeding caterers, matrons, parents/guardians and 5 capacity building workshops for traditional leaders, opinion leaders and heads of associations and held accountability forums between the community and educational/school authorities on the management of DA resources on education. They also sensitization of citizens and students on the consequences of exam malpractices.</p>

<p>In August 2019, the Amansie North District Directorate of Education reported fewer examination malpractices in the 2018/2019 West African Senior School Certificate Examination (WASCE) and BECE.</p>	<p>This outcome shows promoting active citizenship on corruption by empowering duty bearers and Parents to demand accountability from District Education Officers (DEO) in the management of public resources such as the utilization of the capitation grant and school feeding programme resources.</p>	<p>SG: STAR Ghana gave both technical support during the financial and M&E visits, educated the project team on how best to execute activities and achieve results. They organized best practice workshops for us twice during implementation of the project.</p> <p>GP: Theatre for Social Change (TfSC), a small grant partner of STAR Ghana organised capacity building workshops for school feeding caterers, matrons, parents/guardians and 5 capacity building workshops for traditional leaders, opinion leaders and heads of associations and held accountability forums between the community and educational/ school authorities on the management of DA resources on education. They also sensitization of citizens and students on the consequences of exam malpractices.</p>
<p>In 2019, the Public Relations and Complaints Committees of Tamale Metropolis as well as Sagneligu and Savulgu Municipal Assemblies reported increase in the number of citizens who visit the assembly to enquire information and demand accountability for a development project</p>	<p>The project promoted active citizenship on corruption by exploiting public platforms and the media to educate and inform citizens on the apportionment of District Assemblies Common Fund (DACF) and management of Internally Generated Funds (IGF). This has aided in linking actions at the level of citizens and the district assembly for better coordination.</p>	<p>SG: STAR Ghana provided technical and financial support through visits by the M&E and financial teams. They trained (through the visits, workshops and WhatsApp platforms) them on several issues relating to reporting and how to follow some indicators to achieve results.</p> <p>GP: In 2018 – 2019, Youth Advocacy on Rights and Opportunities (YARO), a partner of STAR Ghana, engaged with three MMDAs (Tamale Metropolis, Sagneligu Municipal and Savulgu Municipal assemblies), brought together stakeholders, including community members, to discuss DACF and IGF through a 3-day workshop in three districts on the sharing of the district assembly common fund and the accountability of revenue collection; and set up the Social Accountability Committees (SAC) in each of these districts who then engaged with the communities to let them know the things they should demand from the districts.</p>
<p>In 2019 the Upper East Regional Director of Department of Social Welfare (DSW) submitted a list of about 120,000 Livelihood Empowerment Against Poverty (LEAP) beneficiaries who are vulnerable persons (including the aged) to National Health Insurance Authority (NHIA), for free registration as provided for in the LEAP legal framework.</p>	<p>This outcome shows that spaces have been created for vulnerable people in society, such as PWDs and indigenes, to access healthcare services.</p>	<p>In 2018 to 2020, Association of Church Development Projects (ACDEP), a partner of STAR Ghana, engaged the Upper East Regional Coordinating Council (RCC) and the Department of Social Welfare to strengthen local structures such as the regional health committee to work towards health delivery.</p>

In 2019, The Upper East Regional Coordinating Council (RCC) issued a directive to all MMDAs for the reactivation and/or formation of Community LEAP Implementation Committee (CLICs) to jointly monitor the implementation of LEAP to ensure that the defined group of persons benefit from the programme.	This outcome shows that spaces have been created for vulnerable people in society, such as PWDs and indigenes, to access healthcare services.	In 2018 to 2020, Association of Church Development Projects (ACDEP), a partner of STAR Ghana, engaged the Upper East Regional Coordinating Council (RCC) and the Department of Social Welfare to strengthen local structures such as the regional health committee to work towards health delivery.
In 2019, MMDAs in Sissala East Municipal and Wa Municipal, Wa East, Sissala West, Nandom and Wa West districts adopted and utilized an Internally Generated Fund (IGF) Tracker Mobile Application for monitoring, reviewing and tracking revenue generation.	inclusiveness and transparency can inspire citizens to pay the required taxes	SAVE Ghana, a partner of STAR Ghana, sensitized about 3000 people in 30 communities in Upper West region on importance and accountability issues on IGF, engaged in social auditing of IGF of 6 district assemblies in the region using community scorecard approach, and developed a mobile application to be used for monitoring revenue generation and utilization at the district level.
In 2019, Wa East District Assembly for the first time, involved the Fulani herdsmen in discussions on its revenue fee fixing which led to an increase in revenue by about 20% from 2018 and 2019.	inclusiveness and transparency can inspire citizens to pay the required taxes	SAVE Ghana, a partner of STAR Ghana, sensitized about 3000 people in 30 communities in Upper West region on importance and accountability issues on IGF, engaged in social auditing of IGF of 6 district assemblies in the region using community scorecard approach, and developed a mobile application to be used for monitoring revenue generation and utilization at the district level.
In 2019, East Municipal Assembly provided, for the first time, free vaccination of cattle for the herdsmen to show them the importance of the taxes they pay.	inclusiveness and transparency can inspire citizens to pay the required taxes	SAVE Ghana, a partner of STAR Ghana, sensitized about 3000 people in 30 communities in Upper West region on importance and accountability issues on IGF, engaged in social auditing of IGF of 6 district assemblies in the region using community scorecard approach, and developed a mobile application to be used for monitoring revenue generation and utilization at the district level.
In 2019, citizens in six regions (Ashanti, Central, Eastern, Greater Accra, Northern, and Volta) reported 12,874 very useful reports of some wrongdoings and malpractices by duty bearers at the community level through corrupt incident reporting hotline.	This outcome shows that after people have been sensitized about corruption, an easily accessible medium can help them report incidence of corruption they see. This contributes to STAR Ghana's objective of promoting citizenship action against corruption because a space for reports have been created.	Since 2018, VIAMO Technologies, a partner of STAR Ghana, developed and published behaviour change content on the Vodafone 321 service, conducted meetings to allow for more effective engagement of stakeholders especially duty-bearers, and developed information portal started receiving significant patronage through 321 with virtually no spend on marketing

<p>In 2019 the Minerals Development Fund (MDF) Monitoring committees in Presta Huni Valley and Obuasi reviewed the MDF utilization receipts of revenue, and projects supported by the revenues by physically inspecting some developmental projects.</p>	<p>This outcome shows that active citizenship on corruption is being created by the production of citizens' guide and information toolkits on anti-corruption informed by the review of the Ghana Mineral Development Fund (MDF) Act 2016 (Act 912) to prevent corruption by deepening understanding of community members on how the MDF is shared by government and how much their districts are entitled to receive as sub-national mining revenues for communities. CEDA also formed a 10-member MDF monitoring group and trained them on tracking and monitoring receipts and the utilization of mineral revenues in each of the 3 project district</p>	<p>In 2019, Center for Extractives and Development, Africa (CEDA), a strategic partner of STAR Ghana, developed citizens' guide and information toolkits on the distributive framework of the MDF and used them to sensitise communities to deepen their understanding of how the MDF is shared by government and how much their districts are entitled to receive; and formed and trained multi-stakeholder monitoring teams.</p>
<p>In 2019, the Ghana Audit Service conducted performance audit on selected road works, including the oil and gas enclave roads, based on findings from a corruption risk assessment report of the oil and gas sector.</p>	<p>This outcome is important because it ignited real actions by duty bearers to investigate possible corrupt acts.</p>	<p>In 2019, Civil Society Platform on Oil and Gas (CSPOG), led by Integrated Social Development Centre (ISODEG) conducted a baseline to establish the typology of corruption risks in Ghana's extractive sector and produced a corruption risk assessment report; created awareness of these corruption risks among key stakeholders such as Ghana Revenue Authority, Economic and Organized Crime Office (EOCO), and the Criminal Investigations Department (CID).</p>
<p>In 2019, the Ghana Police Service adopted and integrated the Ghana Police Watch (GPW) – a TV series on the work of police – as a flagship communication medium to engage citizenry and also solicit their feedback.</p>	<p>Ghana Police Watch programme has empowered citizens and renewed their vigour through its programmes to present compelling evidence on Police professional and unprofessional conducts which leads to investigations and prosecutions where necessary, and created Social Media platforms particularly Facebook and WhatsApp that gave voice to citizens</p>	<p>From September 2018 to February 2020, Creative Storm Network (CSN), a partner of STAR Ghana, has run a weekly TV series programme aired on 19 stations across the country where they educated the public on their rights and responsibilities, manifestations of corruption in the day to day operations and conduct of GPS and its officers, as well as effective ways by which citizens can communicate and channel their views and complaints</p>
<p>The Management of the Ghana Police Service investigated series of high profiled corruption cases levelled against some police officers by citizens with evidence in the form of messages, CCTV footage and other mobile phone recorded footage</p>	<p>Ghana Police Watch programme has empowered citizens and renewed their vigour through its programmes to present compelling evidence on Police professional and unprofessional conducts which leads to investigations and prosecutions where necessary, and created Social Media platforms particularly Facebook and WhatsApp gave voice to citizens</p>	<p>From September 2018 to February 2020, Creative Storm Network (CSN), a partner of STAR Ghana, run a weekly TV series programme aired on 19 stations across the country where they educated the public on their rights and responsibilities, manifestations of corruption in the day to day operations and conduct of GPS and its officers, as well as effective ways by which citizens can communicate and channel their views and complaints</p>

In 2019, the Environmental Protection Agency (EPA) reduced the processing time for a screening report from a statutory period of 25 to 14 working days.	This outcome shows an attempt to simplify processing of permit for business establishment as a way of removing bottlenecks that breeds corrupt actions.	The Private Enterprise Federation (PEF), a partner of STAR Ghana, organized a nationwide sensitization workshop on how to prevent and fight corruption across the country; organized an event to launch the Service Delivery Charters and the respective research reports; and media engagement to enhance public awareness on the adopted Service Delivery Charter to the general public.
On the 10 th January 2020, the Parliament of Ghana passed the Legislative Instrument (LI) 2386 Food and Drugs Authority Fees and Charges Review and Amendment which essentially reduced the Good Manufacturing Practice (GMP) inspection charge from US\$20,000 to US\$4,000 and the registration fee of US\$3,600 has been reduced to US\$1,200 for a 5-year registration cycle and US\$ 720 for a 3-year registration cycle.	This outcome shows improvement of the policy and legal framework in relation to fees for imported pharmaceutical medicines.	In 2019, the Chamber of Pharmacy, a private sector partner of STAR Ghana, conducted a baseline study that revealed that about 27% of the Pharmaceutical products in Ghana are unregistered. In view of that, the project through series of consultative engagements with the stakeholders, policymakers and parliament presented a draft Legislative Instrument (LI) on the review of Food and Drugs Authority (FDA) fees to the Ministry of Health, Ministry of Finance, and the Ministry of Trade and Industry. The Chamber also embarked on sensitizations through radios, televisions and newspapers were rolled out after the amendment to educate stakeholders and the public
In 2020, the Parliament of Ghana has included in its Corporate Strategic Plan 2020- 2024 to institutionalise Parliament-Citizen engagement through partnership with the media, CSOs and think tanks for the first time ever.	This shows a great space being create for more CSO engagement with the parliament.	Between 2016 and 2019, STAR created strategic entry points into Parliament by supporting the work of selected Parliamentary Select committees work through organizing visits to local governments and schools, facilitating grant partners to engage some committees of parliament on several national issues.
In 2019, traditional authorities in Funi and Walenbelle publicly denounced child marriage and committed to ending the practice.	This intervention countered the growing incidence of girls dropping out of school due to unplanned pregnancies or girl-child marriage. This situation limits access to education for these girls and by extension limits their livelihood opportunities.	<i>STAR Ghana (SG):</i> STAR Ghana made a small grant in October 2018 to the Community Development Alliance in Upper West Region for 'Let Girls Learn; End Child Marriage Now' under the GESI call. <i>Grant Partner (GP):</i> Community Development Alliance (CDA-Ghana) implemented their "Let Girls Learn; End Child Marriage Now". CDA used the funds to do awareness creation, advocacy and support to some of the victims of child marriage or teenage pregnancies to go back to school.

<p>In 2019 the Sisala East District Assembly has passed by-laws forbidding child marriage and reactivated the child protect panel to deal with offenders.</p>	<p>This intervention countered the growing incidence of girls dropping out of school due to unplanned pregnancies or girl-child marriage. This situation limits access to education for these girls and by extension limits their livelihood opportunities.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a small grant in October 2018 to the Community Development Alliance in Upper West Region for 'Let Girls Learn; End Child Marriage Now' under the GESI call.</p> <p><i>Grant Partner (GP):</i> Community Development Alliance (CDA-Ghana) implemented their "Let Girls Learn; End Child Marriage Now". CDA used the funds to do awareness creation, advocacy and support to some of the victims of child marriage or teenage pregnancies to go back to school.</p>
<p>In 2018 Sisala West District Assembly made budget provision in their 2018 budget to support girls who dropped out of school due to pregnancy to go back to school after delivery, thereby enhancing educational opportunities for girls.</p>	<p>This intervention countered the growing incidence of girls dropping out of school due to unplanned pregnancies or girl-child marriage. This situation limits access to education for these girls and by extension limits their livelihood opportunities.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a small grant in October 2018 to the Community Development Alliance in Upper West Region for 'Let Girls Learn; End Child Marriage Now' under the GESI call.</p> <p><i>Grant Partner (GP):</i> Community Development Alliance (CDA-Ghana) implemented their "Let Girls Learn; End Child Marriage Now". CDA used the funds to do awareness creation, advocacy and support to some of the victims of child marriage or teenage pregnancies to go back to school.</p>
<p>The District Education Oversight Committee (DEOC) covering Yilo Krobo Municipality in Eastern Region reduced teacher absenteeism in 10 low performing basic schools from an average of 14 days in the term in 2016 to an average of 10 days a term in 2018 through improved supervision of teachers.</p>	<p>Low income students in these schools have been experiencing decline in learning outcomes as reflected in low pass rates at the Basic Education Certificate Examination (BECE) due to poor supervision and attendance of teachers in to school, inadequate teaching and learning materials, and low involvement of parents in the children learning.</p>	<p><i>STAR Ghana (SG):</i> In 2017 STAR Ghana provided a small grant to the District Education Observer Project II (DEOP) by FMSL Multimedia Ltd in partnership with CHRISMEK Foundation.</p> <p><i>Grant Partner (GP):</i> FMSL and CHRISMEK implemented the District Education Observer Project II (DEOP) using radio discussions, facilitation of engagements between duty bearers like educational service providers and community members, and the Community scorecard methodology to hold duty bearers accountable.</p>

<p>In 2019 Fisheries Landing Committees in the Shama, Ellembelle and Nzema East Districts of Western Region increased women's representation to 30%, assigned women a new exclusive position such as second Vice Chairperson as well as an existing position such as Treasurer</p>	<p>Even though women play key roles in the fish value chain, they are often relegated in decisions and policies related to the fishing industry. The project therefore sought to ensure that there is increased number of women participating in fisheries policy dialogues and in the fisheries co-management. Prior to the project implementation, cultural barriers perpetuated against women denied them the right and ability to express their voice on fisheries governance issues. The women's situation was worsened by their lack of self-confidence to express their voice on salient issues. However, by the end of the project, the training modules such as gender sensitivity and leadership and advocacy have changed their mindset about themselves, as well as the men, regarding the unequal power relations wielded against women. Therefore, the men realized the need to share power with the women, and the latter seized the opportunity to prove their mettle. The men in most cases attested to the fact decisions taken post-project intervention was of better quality than the pre-project implementation.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a small grant to the Daasgift Quality Foundation (DQF) in for first phase of the project in Shama, Ellembelle and Nzema East Districts from June, 2017- May, 2018. STAR Ghana made a second or extended grant as a result of the success of the previous one and was implemented from September, 2018 – May 2019 in the Ahanta West Municipality.</p> <p><i>Grant Partner (GP):</i> Daasgift Quality Foundation mounted a campaign of education and sensitization, networking, capacity building and policy engagement from September 2018 to May 2019.</p>
<p>District Assemblies in 8 districts in the Central Region have completed 8 abandoned health and educational projects between September 2018 and May 2019 to improve services.</p>	<p>Poor service delivery in the health and education sectors continues to be a problem in the absence of accountability and transparency.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a small grant from the GESI call to CILTAD/COASTAL TV in June 2017.</p> <p><i>Grant Partner (GP):</i> CILTAD/COASTAL TV mounted the Fontomfrom project to do awareness creation using television and radio, facilitating engagements between community members and duty bearers at the Assembly level. Additionally, the project produced documentary features by video recording the views and concerns of the most vulnerable and broadcasting them on television.</p>

<p>In 2019, the two leading political parties in Ada each appointed women as their parliamentary candidates; the NDC elected a woman Parliamentary Candidate for Ada East Constituency and NPP elected two women Parliamentary Candidates for Ada East and Ada West Constituencies for the 2020 general elections.</p>	<p>Women have historically been unrepresented as Members of Parliament.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a small grant from 1st June 2017 to 31st March 2018 to Radio Ada for its project Yo hu peɔʔ (WOMEN OF ADA UNITE FOR INCLUSIVE DEVELOPMENT) (Literal translation of Dangme title: Women Can Do It!).</p> <p><i>Grant Partner (GP):</i> Radio Ada mobilized women groups to advocate for inclusion in decentralized structures and traditional governance. Additionally, the project also built the capacities of vulnerable groups like women and PWDs through confidence building workshops to position them for more effective participation in the local area development process.</p>
<p>In 2018, 20 women campaigned for election as District Assembly members in Ada, which is the highest over the years</p>	<p>Women have historically been unrepresented as members in District Assemblies. Fewer than 8% are women across the country.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a small grant from 1st June 2017 to 31st March 2018 to Radio Ada for its project Yo hu peɔʔ (WOMEN OF ADA UNITE FOR INCLUSIVE DEVELOPMENT) (Literal translation of Dangme title: Women Can Do It!).</p> <p><i>Grant Partner (GP):</i> Radio Ada mobilized women groups to advocate for inclusion in decentralized structures and traditional governance. Additionally, the project also built the capacities of vulnerable groups like women and PWDs through confidence building workshops to position them for more effective participation in the local area development process.</p>
<p>In 2019 the number of Gazetted Queen mothers in Ada traditional Area increased from 3 to 6.</p>	<p>Following a petition on the need to promote the rights of women in local governance and traditional leadership by the Ada queen mothers, the First lady of Ghana, Mrs. Rebecca Akuffo Addo has made a commitment to support the gazetting of the queen mothers within the Traditional Authority Set-up in 2019.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a small grant from 1st June 2017 to 31st March 2018 to Radio Ada for its project Yo hu peɔʔ (WOMEN OF ADA UNITE FOR INCLUSIVE DEVELOPMENT) (Literal translation of Dangme title: Women Can Do It!).</p> <p><i>Grant Partner (GP):</i> Radio Ada mobilized women groups to advocate for inclusion in decentralized structures and traditional governance. Additionally, the project also built the capacities of vulnerable groups like women and PWDs through confidence building workshops to position them for more effective participation in the local area development process.</p>

<p>By 2019 People with Disabilities established 17 Disability Self-help Groups in the Volta and Oti Regions, and selected Inclusion Ambassadors to amplify their voices in local level decision making processes. Also, the 7 target Districts in the Volta and Oti Regions -- comprising Nkwanta North, Akatsi North, and Central Tongu Districts, Nkwanta South and Krachi East Municipal Assemblies, Keta Municipal Assembly and South Dayi District Assembly -- have all established Disability Caucuses, comprising elected Assembly Members and leaders of PWDs, in promoting inclusive developments in the respective Assemblies for the benefit of PWDs.</p>	<p>The Ministry of Health estimates the disability population in Ghana around 7-10%, yet discrimination and access continue to be problems across the country. The majority of persons with disabilities in Ghana are largely excluded from the development processes and so have extremely limited opportunities to engage in public consultations and decision-making. Isolation and confinement based on traditions; superstitions including prejudices and negative beliefs continue to affect persons with disabilities, especially those at the grassroots. As a result, people with disabilities continue to face severe social stigma, creating a culture of entrenched discrimination emerging from physical and social (i.e. environmental, attitudinal, legal and cultural) barriers. Majority of them are also ostracized from the larger society, while many live under the misguided belief that their lives are not worthy of respect. They also face numerous challenges ranging from low level of self-esteem, limited mobility, high dependency and poverty, lack of access to education, health and other social services.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a small grant under the GESI call to Voice of People with Disability (Voice Ghana) between 17th October 2018 and 16th August 2019.</p> <p><i>Grant Partner (GP):</i> Voice of People with Disability Ghana (VOICE GHANA) implemented the "Stronger Voice" project in Volta and Oti Regions. Staff did public sensitisation, mobilisation of People with Disabilities to form a formidable pressure group that can engage effectively with duty bearers.</p>
<p>[Negative Outcome] 400 citizens in Northern and Eastern regions met with Members of Parliament on the Parliamentary sub-Committee on Education once, but failed to create a platform for ongoing communication and advocacy.</p>	<p>Public input into legislative processes is weak. A foundation has been laid to promote regular interactions between MPs and citizens, through the production of guidelines to inform such interactions and the increased awareness of MPs on the value for them to have regular interactions with their citizens. This foundation requires building upon to yield the desired results.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a strategic grant of GHC 800,000 from 1st September 2017 to 29th February 2020.</p> <p><i>Grant Partner (GP):</i> African Center for Parliamentary Affairs (ACEPA), in cooperation with SOCIOERVE and NORSAC who also mobilized their constituencies, organized citizens' meetings in 3 districts and engagements between GESI groups and Parliamentary Select Committee on Health.</p>

<p>Between September 2017 and February 2020, communities in three districts, especially Agona East district, established GESI committees, who mobilize community members to engage with health service providers at the local level to demand for better health services. The committee in Agona East District successfully lobbied the District Assembly to reactivate an abandoned Ghana Health Service Community-Based Health Planning and Services (CHPS) facility.</p>	<p>Even though the reviewed National Health Insurance Scheme (NHIS) recommended universal health coverage, there is poor understanding among key stakeholders, as to what this concept means and its effective operationalization. The nation has no clearly defined national framework to systematically ensure gender equality and social inclusion in this effort. However, though this project, such a framework has been developed which will go a long way to enhance gender equality and social inclusion in the health delivery efforts of Ghana.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a strategic grant to the Alliance for Reproductive Health Rights (ARHR) between September 2017 and February 2020.</p> <p><i>Grant Partner (GP):</i> Alliance for Reproductive Health Rights (ARHR) raised awareness on the concept of Universal Health Care and the associated rights and how to claim such rights. The organization mobilized civil society organisations and media at national level to demand implementation of GESI actions in national health policies; educated community members in 3 project districts on their health rights, especially the Patient's Rights Charter as well as government commitments to UHC and NHIS provisions; did a survey and produced a national report on accessibility and quality of mental health care services at the district/ sub-district facilities; and developed of a checklist for tracking resources allocated for community mental health services. The initial emphasis on engaging the Parliamentary Select Committee on Health shifted to engage more with the technocrats at the Ministry of Health and Ghana Health Services when it was realized that some of the issues being advocated on were technical and could not be handled by the MPs.</p>
<p>12 district assemblies in the Northern Region for the first time made 2019 budgetary allocations for community mental health care services in their jurisdictions.</p>	<p>The mental health sub-sector has over the years been deprived of funding, logistics and adequate staff. District assemblies do not have a budget allocation for mental health and a negligible number of persons living with mental illness or epilepsy benefit from the district assembly disability common fund. Community members cited examples like inclusion of people living with mental illness in social protection schemes like LEAP and free registration with NHIS. Additionally, these service user-led engagements resulted in financial and materials support to fifty-one members of six (6) Self Help Group of persons with mental disabilities in Northern and Upper East Regions.</p>	<p><i>STAR Ghana (SG):</i> Made a strategic grant to Basic Needs Ghana in September 2017 to February 2020.</p> <p><i>Grant Partner (GP):</i> Basic Needs Ghana led a partnership with NORSAC, Mental Health Society of Ghana (MEHSOG), Centre for People's Empowerment and Rights Initiatives (CPRI), and (Mission of Hope) International Foundation (MIHOSO) to advocate at district level for enforce the law requiring them to budget for mental health care, and at national level with the management of the Ghana Health Service (GHS), Ministries of Health and Local Government and Rural Development to contribute to Parliament passing the Legislative Instrument (LI) that brings more clarity on the effective operationalization of the Mental Health Act 846 (2012).</p>

<p>In the face of rising land grabbing, Community, Land and Development Foundation (COLANDEF) produced comprehensive guidelines for commercial acquisition of land, which integrates Gender Equality and Social Inclusion considerations. When these guidelines are effectively implemented, it will ensure that the land use rights and livelihoods of socially excluded groups like migrant farmers and women will be respected during commercial land acquisition.</p>	<p>In an effort to strengthen its oversight responsibility to ensure land acquisition for commercial investments are regulated without necessarily taking over the mandate of traditional leaders, the Lands Commission came up with Draft Guidelines for Large Scale Land Transaction (LSLT) in Ghana. However, under a DFID funded project on Responsible Investments in Property and Land (RIPL), which ended in 2017, it was noted that the draft guidelines from the Lands Commissions did not adequately take into consideration the differential impact of large scale commercial land acquisition on different segments of society, particularly the vulnerable like women, migrant farmers and the youth.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a strategic grant from 1st September 2017 to 29th February 2020 under the GESI call.</p> <p><i>Grant Partner (GP):</i> Community, Land and Development Foundation (COLANDEF) wrote the guidelines and trained various stakeholders like CSOs, staff of Customary Land Secretariats (CLS) in the districts of Ho Municipal, Tamale Municipal, Sekondi Takoradi Municipal in the Volta, Northern, and Western Regions. These guidelines and training increased their appreciation of the issues and equipped with the skills in analysing impacts of land-based investments from a gender equality and social inclusion perspective, and how to use the guidelines to facilitate socially responsible land-based investments.</p>
<p>[negative outcome] Even though the project undertook advocacy towards increased budget allocation for special education, the Government reduced the budget allocation for special education from 0.3% in 2018 to 0.1% in 2019 as against government's own pledge to increase the allocation beginning with 1.5% in 2019.</p>	<p>As part of efforts to enhance access of education to persons with disabilities, the Special Education Division (SPED) of Ghana Education Service (GES) developed the Inclusive Education (IE) Policy in 2012 as well as Minimum Standards for inclusive education in 2014. The Policy with Minimum Standards and implementation plan were completed, duly launched and adopted by the Ministry of Education in May, 2016. However, the level of public awareness of these documents and commitment of duty bearers to effectively implement these policy provisions is low. The project therefore sought to create awareness of the policy and minimum standards for inclusive education and advocate for its effective implementation.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a strategic grant to the Ghana National Education Campaign Coalition (GNECC) from 1st September 2017 to 29th February 2020.</p> <p><i>Grant Partner (GP):</i> Ghana National Education Campaign Coalition (GNECC) did a Public education and sensitization campaign, including appearances of parents of children with disabilities and teachers in special schools on TV3, trained People with Disabilities in the details of the policy, and engaged duty bearers from MMDAs.</p>

<p>60 media houses changed reporting styles in reporting on disability issues. For example, they no longer see terms like disabled people but rather “people living with disability,” which is more dignifying to them. The project created a WhatsApp platform for trainees, fellows and editors and people from the Ghana Federation of Disability Organisations (GFD) to interact.</p>	<p>Even though the media is recognized as a powerful instrument that can mobilize citizens to demand accountability from duty bearers, the capacity of most media personnel in Ghana to effectively utilise this potential to articulate the voice of the vulnerable, especially People Living with Disabilities (PLWD) is weak. This project therefore sought to build the capacity of some media personnel to enable them use both traditional and new media to amplify citizen’s voices, concerns, and feedback, leading to good governance and all-inclusive development process. The trainings sought to ensure the media using a rights-based approach in covering disability issues and framing issues around PWDs that will seek inclusivity devoid of “charity” reporting where PWDs are part of the national discourse (economy, health, energy, education etc policies) and not a concentration on physical disabilities.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a grant to Penplusbyte from 1st September 2017 to 29th February 2020.</p> <p><i>Grant Partner (GP):</i> Penplusbyte provided training for 60 media houses, both online and offline, instituted a media fellowship scheme and editors’ liaison meetings, and created WhatsApp “GROUPS” to serve as a channel for maintaining communication among the project’s key beneficiaries, share story ideas, undertake peer-review of produced stories and discussions around trending issues (i.e. GFD and media persons)</p>
<p>Various donors responded to documentary films screened on TV3 by constructing better classrooms or health facilities as well as provision of furniture and learning materials for some schools in 37 deprived communities.</p>	<p>Through the use of media reportage the project highlighted the plight of hard to reach communities which amplified the voice of these neglected communities to claim their rights from duty bearers, especially the right to quality education and health care services.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana provided a strategic grant from 1st September 2017 to 29th February 2020.</p> <p><i>Grant Partner (GP):</i> TV3 Network produced and broadcast documentary films together with the beneficiary communities or individuals. Some of the duty bearers and state actors are also engaged in TV discussions on the issues of concern raised.</p>
<p>In 2018 about 500 market women and micro-enterprises acquired Tax Identification Numbers (TIN) that enable them file their tax returns in 2019 in order to claim some tax rebate back for issues like child support.</p>	<p>Existing tax policies and practices are regressive and deepens the inequality gap in Ghana. By advocating for progressive tax regime, the project has increased policy makers’ appreciation for such a tax regime. By acquiring the TIN, these micro-businesses can take advantage of government opportunities to like the current provision of GHG¢600,000,000 to support small businesses in the midst of the Coronavirus pandemic.</p>	<p><i>STAR Ghana (SG):</i> STAR Ghana made a strategic grant to SEND Ghana for “Promoting Progressive Tax for Inclusive Development (PPTID)” between 1st September 2017 and 29th February 2020.</p> <p><i>Grant Partner (GP):</i> Through the sensitisation and tax education from the project, the project created spaces for vulnerable groups like market women and artisans to engage the Ministry of Finance to articulate their concerns and make inputs into the 2019 budget.</p>

ANNEX 10: Interview Guides

Interview Guide for Staff and Board

Evaluation

STAR-Ghana

July-August 2020

Orientation

The programme's ultimate objective is to contribute to a well-informed and active civil society, able to contribute to transformational change around key challenges of poverty, inequality, and inclusion for all citizens.

The specific objectives of the evaluation are:

1. Programme Evaluation

- a. Evaluate the programme against its set log frame (outcomes, outputs);
- b. Evaluate the programme against 8 key evaluation criteria: relevance, coherence, effectiveness, efficiency, GESI, value for money, impact, and sustainability;
- c. Identify outcomes that the programme contributed toward and analyse its contribution. This includes identifying expected and unexpected outcomes (positive and / or negative);
- d. Assess the state actors' (Parliament, Ministries) involvement in the STAR Ghana 2 programme and how this involvement contributed to achieving better outcomes;
- e. Assess the effectiveness of the programme's Theory of Change focussing on the programme's strategies including: GESI strategy, 3Cs & L approach, Value of Money strategy, Monitoring, Evaluation, and Learning strategy.

2. Assessment of the STAR Ghana Foundation

- a. Develop a MEL strategy and guidance for the SGF moving forward;
- b. Assess and define the USP (Unique Selling Point) of STAR Ghana;
- c. Assess the extent to which the approach of setting up an independent entity to sustain a programme has proven effective;
- d. Assess the added-value of using a programme structure to set up an independent entity;
- e. Comment on the sustainability of the SGF and its forward-looking strategy.

The audiences for the evaluation are Christian Aid staff, the STAR-Ghana Foundation General Council), the donors, programme partners, and external stakeholders and potential donors.

Guidance Script

I am part of team contracted by Christian Aid to evaluate the STAR Ghana project. The programme aims to increase the effectiveness of citizen influence over changes that advance democracy, accountability, and social inclusion through Civil Society Organisations (CSOs). We are speaking to a number of stakeholders to get their perspectives on the programme. We have reviewed all programme documents, and the primary purpose of this interview is to get your perspectives on the programme.

Thank you so much for taking the time!

Do I have your permission to interview you?

Key Questions

I would like to get your feedback on a few questions about the outcomes that I sent you.

But would love to know also if you have any specific ideas or issues that you would like to make sure we explore during this call.

Please tell us a bit about your role in the project.

Relevance and Coherence

Does the existence of STAR Ghana Foundation make civil society stronger? If so, how?

Prompts:

Does STAR Ghana add value to other actors' interventions?

Does STAR Ghana compete with other Ghanaian organisations for funding?

Effectiveness

NOTE: This is primarily covered by the outcome harvest, so we are simply looking for perspectives to help interpret the outcomes in general, not specifically.

STAR Ghana works by convening people together for dialogue, providing grants, and coordinating campaigns. How effective has this strategy been?

Prompt: Is one of these strategies more important than the others?

If fundraising proves difficult in the current environment, should the STAR Ghana Foundation eliminate one of these approaches?

What is one thing that STAR Ghana Foundation needs to do **differently** to build citizen influence?

What are the institutional strengths of STAR Ghana Foundation? What weaknesses does STAR Ghana Foundation need to work on?

Gender Equality and Social Inclusion

Have you seen changes in how organisations promote gender equality and social inclusion as a result of STAR Ghana's efforts? *Could be among grant partners, STAR-Ghana team, but also in the outcomes achieved externally*

Efficiency and Value for Money

To what extent were the Monitoring and Evaluation strategy and practices effective in demonstrating the programme's progress and achievements?

If you had it to do over again, how would you set up the Foundation?

Prompt: Just the way it was done, using donor resources and a gradual roll out? A more grassroots oriented process, where CSOs organise it themselves? With a concerted fundraising campaign done by the project? Other?

Impact

What are some long term changes for Ghanaian citizens that the programme has contributed to?

Sustainability

To what extent will the programme's outcomes be sustained in the future?

What factors contribute to the sustainability of the STAR Ghana Foundation? What will be the challenges for its sustainability?

Interview Guide for Partners and Cluster Members

Evaluation

STAR-Ghana

July-August 2020

Orientation

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STAR Ghana works by convening people together for dialogue, providing grants, and coordinating campaigns. How effective has this strategy been?

Prompt: Is one of these strategies more important than the others?

What are three things you learned through collaboration with STAR Ghana?

Prompts: What did you learn through convenings?

What did you learn through participating in a learning cluster?

What is one thing that STAR Ghana Foundation needs to do **differently** to build citizen influence?

What are the institutional strengths of STAR Ghana Foundation? What weaknesses does STAR Ghana Foundation need to work on?

Is there a story you can tell me about a success that the programme contributed to?

Gender Equality and Social Inclusion

Have you seen changes in how organisations promote gender equality and social inclusion as a result of STAR Ghana's efforts? *Could be among grant partners, STAR-Ghana team, but also in the outcomes achieved externally*

Efficiency and Value for Money

Compared to other collaborators and donors, in what ways has it been easy to work with STAR Ghana? In what ways has it been hard, compared to others?

Prompts: ease of communication, clarity about goals and ways of working, finance and administration, accessibility to staff, changing plans when needed, etc.

Impact

What are some long term changes for Ghanaian citizens that the programme has contributed to? **Can you refer me to anyone whose story we can tell about changes the programme contributed to?**