FINAL RESULTS REPORT

(For programmes (or projects) above 10 million DKK)[1]

1. BASIC DATA

Programme/project title	**STAR GHANA**
F2 reference number	
Geographical target area	**GHANA**
Purpose code	
CRS number[2]	
Programme/project period	Planned: Actual:
Grant (DKK)	
Disbursements (DKK)	
Date of agreement	
Responsible unit	
All major partner organisations	CHRISTIAN AID, SDD, MANGO, NKUM& ASSOCIATES, ON OUR RADAR
Other development partners	DFID, EU

2. PROGRAMME/PROJECT SUMMARY

Insert the (most recent) programme/project description from PDB/OpenAid

STAR-Ghana (Strengthening Transparency, Accountability and Responsiveness in Ghana) is a five-year programme (2015-2020). The programme's overall budget is £22.87 million, made up of funds from DFID, DANIDA and EU as part of a pooled funding arrangement.

 STAR-Ghana's goal is to further develop a vibrant, well-informed and assertive civil society able to contribute to national development and inclusive access to high quality, accountable public services for all Ghanaian citizens. The business case provides for the following three programme outcomes:

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

  The core objective of this second phase of STAR-Ghana is to further develop an active and constructive citizenry in Ghana. Though previous programmes, including STAR-Ghana Phase I, achieved good results and made positive impact, there is the need to increase systematic and strategic level impact. STAR-Ghana therefore has a dual focus to:

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

3. PROGRAMME/PROJECT OBJECTIVE AND RESULTS

The final results report should be drawn up for **each engagement**. Number of engagements may vary depending on the type of the programme. Please ensure that the results matrix has been updated with the latest results from the database and that all outcomes, outputs and targets are accounted for.

Programme/Project Objective	A well informed and active civil society, able to contribute to transformational change around key challenges of poverty, inequality and inclusion for all citizens	
Impact Indicator	1. Level (/100) of human development in Ghana; 2. Level (/100) of safety and rule of law in Ghana 3. Level (/100) of citizen participation and human rights	
Year	Baseline	2015	1. 71.5 2. 56.3 3. 73.6
Year	Result	2018	IMPACT LEVEL INDICATOR NOT YET AVAILABLE
Assessment of achieved results	• ***Achievement of the programme (national)/project objective*** In 2018, a total of 89 projects have been supported under partnerships with 87 civil society organisations (CSOs), eight units of Parliament and 2 state actors. In 2017, the Elections call supported 38 projects. This brings the total number of projects supported to 122 by December 2018. Through these projects, the programme reached and supported an estimated 5,055,550 citizens to undertake various actions aimed at increasing the accountability and responsiveness of government at all levels of government to all citizens.	

---

[1] A project consists of one development engagement (i.e. one partner) whereas a programme can consist of several development engagements (more than one partner).

[2] All grant above 1 million DKK registered in PDB are assigned a CRS number

Supporting citizens' ability to influence change:

Through the programme's media partners, the spotlights on inequities in distribution of public services has elicited levels of responsiveness at speeds that is amazing. The radio and television broadcasts to the public of circumstances of some communities and social groups to services such as health, education and market has caused local authorities to step up their responsiveness. For example,

- the media monitoring by CILTAD of MMDA's completion of projects has influenced the completion of the Anomabo market and Brewa health clinic at the Mfantiman district, Abra market and a CHPS zone in Effutu, in the Komenda district of the Central Region.
- TV3's Mission Ghana coverage of challenges to access to health and education services has elicited similar response from local authorities. In the Wa East district assembly two new school structures were rehabilitated to accommodate the Manwe primary school kindergarten.

STAR-Ghana partners interventions at grassroots are promoting cultural practices that uphold and protect rights of children, women and persons with disabilities.

- Traditional councils and chiefs of four districts in the Northern Region have collaborated with the district assemblies and Songtaba to develop and endorse district bye laws for the protection of rights of aged women accused of witchcraft. The enactment of bye-laws by the Nanumba South, Yendi Municipality, East Mamprusi and Gushiegu districts has secured for women the basis for seeking justice and receiving protection from the DAs from abuses of their rights.

STAR-Ghana during the election call enabled all 38 CSOs supported under the Elections Small Grants Call to engage with duty bearers (mainly traditional authorities, community leaders and community organisations) to contribute to the achievement of peaceful, credible and inclusive elections

- Through Ghana Federation of the Disabled (GFD) engagements, all the four leading political parties addressed issues of disability in their manifestos, particularly those related to implementation of the Convention on the Rights of Persons with Disabilities and Act 715. They also engaged with the EC around issues of access to the voting process for persons with disability (PWD), as a result of which the previous reforms such as disability access to polling stations and use of tactile ballots were continued and, in some cases, increased and enhanced

Support the creation, utilisation and institutionalisation of spaces for collective civil society engagement in order to increase responsiveness of the executive and key state institutions at both local and national levels – in other words "magic" transformative spaces identified and used;

In line with its strategic **approach of convening, catalysing and coordinating inclusive dialogues** and action on key constraints to inclusive sustainable national development. STAR-Ghana convened 26 national levels convenings on salient issues including the NGO and RTI bills, Child Health Policy, Disability, Ghana Beyond Aid and Double Track System and spearheaded by both Programme Management Team (PMT) and the Steering Committee(SC). These convenings resulted in; creating awareness on issues that affect the marginalised (including PWDs) and designing or influencing policies to alleviate their plight.

Sixteen (16) locals convenings facilitated by Grant partners (GPs) focused on locally salient issues including Gender based violence, unapproved fees, school feeding programme, teacher supervision, fertilizer smuggling and rosewood harvesting. Following these convenings, key results included;

- awareness created on the impact of violence on a woman's physical, psychological and social well-being
- measures instituted to monitor the capitation grant and
- a campaign launched against rosewood harvesting and fertilizer smuggling.

Under the GESI call, deliberate efforts were made to promote joined up actions, particularly among organizations whose social interventions converge at similar or same thematic areas. The Clusters have served as mechanism for achieving collective actions. The *Cluster on Land Rights* has engaged on review of the land-bill. The *Cluster on Inclusive governance, participation and accountability* issued a petition for increased women's participation in local governance. Legal provisions are mechanisms for promoting inclusion and equality. Access and ownership of land by socially excluded groups is critical for their economic empowerment. Ghana is developing its land bill that regulates the land sector. To secure an equitable land bill, the Cluster on Land Rights has 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' review of the bill with the Parliamentary Committee and the Attorney General. The final report (which captures CS proposals) for the draft bill is yet to be tabled before Parliament for discussion. The Cluster on Inclusive governance mobilized women for a 'march for progress', where a women's petition was raised and presented to the district chief executive of Ada, and a women's declaration presented to the Traditional Council of Ada. The DCE has taken action on the petition by presenting it to the First Lady, Rebecca Akuffo Ado, with meetings being arranged to have a discourse on the petition.

Credible national organisation in place (clear governance structures, capable financial and strategic management)

The establishment of STAR-Ghana as a Ghanaian-owned entity made significant process during the period. There is considerable clarity and progress on the entity, the name of the entity is the STAR-Ghana Foundation with a tagline'…promoting active citizenship'. The governance and legal framework for the STAR-Ghana Foundation has been agreed and a list of eminent Ghanaians have been nominated and confirmed as Subscribers and Governing Council Members. Civil society has been constantly updated in the entire process with up to three rounds of consultations.

- ***Important changes in the context of the programme/project***

By Sub-Saharan standards, political space in Ghana is good and assessed as "free" by Freedom House[3]. Ghana has numerous political parties and various leaders regularly express views and opinions. During the last two decades, this has led to a stable political settlement around two major parties, the National Democratic Congress (NDC) and the National Patriotic Party (NPP). Elections are hard-fought along neo-patrimonial lines, with limited focus on substance or ideology.

Growing Inequality: The UNDP's Northern Ghana Human Development Report for 2018 confirms the three regions of northern Ghana as the poorest in the country, with health and education outcomes well below national averages and a Human Development Index of 0.116 compared to a national average of 0.575. This situation has implications not only for Ghana's sustainable development but also for its long-term stability. Given STAR-Ghana's focus on gender equality and social inclusion (GESI) as a cross-cutting theme, programme strategies have prioritised the selection and implementation of projects focusing on northern Ghana. It has also convened national dialogues on some of the underlying causes of the north's underdevelopment, including convenings on access to quality education and on the implications of Ghana Beyond Aid for the north.

Civil society sustainability: Civil society in Ghana, particularly formal non-governmental organisations working on voice and empowerment issues, have continued to struggle to respond to a context of dwindling donor funding and questions around their legitimacy and impact. This is affecting its ability and appetite to engage with critical national issues. STAR-Ghana, through its grants funding and technical assistance has sought to facilitate the development of critical masses of civil society actors around the key issues of exclusion, corruption and governance. Through its sustainability workstream, it is working to strengthen the organisational development (OD) capacities of CSOs and to build the capacities of CSO leaders to lead the processes of transformation. Up to 30 CSO leaders (mid management and top level management) will be trained with transferable self abd OD skills to ensure strong leadership within their institutions.

Local Governance: The period under review has seen a number of significant developments in the local governance sector. The decentralisation process has moved in fits and starts. The emergence of Development Authorities as vehicles for zonal development and the earmarking of funds meant for District Assemblies (DAs) having been allocated to centrally-driven programmes has whittled away the capacity and legitimacy of DAs as drivers of development at the local level. In addition, movement towards the election of municipal, metropolitan and district chief executives (MMDCEs) and the creation of more regions and consequently additional districts, has gathered pace in the latter parts of the reporting period. This could promote local governance and facilitate development. The STAR-Ghana Local Governance call is supporting citizens to engage with some of these issues. In addition, IDEG, a strategic opportunity GP on local governance is working with policy makers and implementers at the national level, political parties and national CSOs to influence the implementation of the policy on election of MMDCEs.. In Late June 2018, the IDEG convened a national forum of civil society leaders where the implications of the amendment of Article 55(3) were discussed. At the end of the meeting and the leaders committed themselves to collaborate in promoting public education and mobilizing strong public support and approval for the amendment of Article 55(3). IDEG's role and statements enlightened the public debate and provided intellectual clarity of the vexed issue as to whether electing MMDCEs was the sole purpose of amending Article 55(3) or not.

Anti-Corruption: The euphoria surrounding the setting up of the Office of the Special Prosecutor (OSP) has largely dissipated as a result of perceived delays in getting the OSP to start work. Parliament's feet-dragging with regards to the passage of the Right to Information (RTI) law and the almost daily reportage of allegations of acts of corruption and malfeasance at all levels of governance have reinforced the perception of deepening corruption. Set against this picture is the emergence of a crusading Auditor-General who has taken positive steps to address corruption in the public sphere. This is complemented by actions of CSOs and the media in exposing alleged acts of corruption.

Governance: The inability of Parliament to address some key challenges to its effectiveness such as the revision of the Standing Orders (SOs) combined with the stalling of the passage of legislation such as the RTI, Broadcasting and Affirmative Action Bills raise questions around the institution's appetite for reforms to the governance system. Part of this weak appetite is linked to the imbalance in the relationship between the Executive and legislative arms of government. The rise of 'vigilantism' and its use by political parties to settle intra-party feuds and gain electoral advantages poses serious risks to the credibility of the 2020 elections. In

---

[3] Freedom House, 2015 (freedom rating 1.2; political rights 1; civil liberties 2). https://www.freedomhouse.org/report/freedom-world/2015/ghana (scores from 1 to 7; 1 = most free; 7 = least free).

addition, the high cost of political campaigns, opaque nature of political party financing and the removal and replacement of key personnel of the Electoral Commission raise red flags around the 2020 elections. STAR-Ghana's response to the context has included the use of its Parliament workstream to help model examples of good practice in the work of committees of Parliament, supporting the civil society coalition for an Independent Police Complaints Council and facilitating the work of a civil society CoPL on Elections.

In a context of increasing inequality and reducing donor support, a robust and active civil society will be an essential element to improve government accountability and responsiveness so that revenues are used efficiently for the benefit of all citizens and to sustain the investments that the UK has made over the last few decades.

- **Appropriateness of chosen modality and partners**

Four competitive Calls were implemented during the period under review – the Elections Call, the GESI & Media Call, the Anti-Corruption and Local Governance Calls. In addition, the PMT commenced grant processes for 9 partners to receive funding under the non-competitive Strategic Opportunities and the Support to State Actors funding windows.

At the end of the reporting period, the total number of projects supported by the programme stood at **89 with 38 Election Call projects closed**. The Programme is also supporting 8 Targets (Committees) under the Parliamentary Funding Support. The breakdown by Call and funding window is presented in Table 1 below.

Table 1: Breakdown of STAR-Ghana projects by Calls

Call/Funding Window	Strategic Component	Small Grants component	Innovative Alliances Component	Total	Remarks
Elections	15	23	-	38	All projects closed by October 2017
GESI	10	8	-	18	8 out of the 11 original small gra have had their projects extended
Media	3	2	-	5	2 out the 7 original small grantees had their projects extended
Anti-Corruption	8	17	8	33	Number of grantees increased d additional funds being available
Local Governance	7	16		23	One more partner will be added t small grant component in the c quarter
Strategic Opportunities	1	9		10	There are currently 6 new Strategic Opportunity pa (including 1 state institution), approved
Parliament	8	0	0	8	Implementation has commenced f the Targets.

4.2.1 GESI-Media Call

The GESI and Media Calls were launched in December 2016. Of the 33 projects, 20 under the Small grants component ended on 31st May 2018, while 13 projects under the Strategic Component, which are for a two-year and six months duration, will end in 31st May 2020. Two (2) small grant projects were terminated during the reporting period, bringing the small grant projects to 18.

The PMT has commenced closure of the small projects. Through an independent review undertaken by external consultants the PMT identified 10 of the 18 small grants projects which had achieved results and, with additional support, would be able to consolidate the gains achieved within existing project areas, or could be upscaled or replicated in neighbouring districts for a further one-year of support. The review identified trends, change stories, strategies and impact in line with the programme's Theory of Change, as well as to showcase best practices and lessons from the work of STAR-Ghana.

4.2.2   Anti-Corruption Call

The Anti-Corruption call was launched in November 2017 following scoping studies and three roundtables, two in the regions and a national one in Accra. The roundtables enabled citizens' input to the identification of salient issues and entry points for citizens' actions.

The overall objective of the call is to support and enhance the effectiveness of citizen, community, and civil society initiatives and actions to fight corruption in Ghana (through supporting the testing of innovative approaches to collective and joined up actions between non-state and state actors). In all, 33 Grant Partners made up of 8 Strategic Partners; 8 Innovative Partners; and 17 Small Grant Partners are being supported under the 3 components of the Call. Expected results include:

Civic Education in schools: STAR-Ghana is supporting the National Catholic secretariat on the I-SHAME Corruption in Ghana project. The project has been issued with a letter of support from the National Headquarters of the Ghana Education Service, granting the project permission to set up the clubs in 20 selected Basic Schools across the country. The National Commission for Civic Education (NCCE) is also collaborating with the project. The NCCE will have the responsibility of supporting the project in the dissemination of Civic education materials and facilitate the organization of quarterly quizzes among the participating Basic Schools. NCCE has reported on the partnership meeting with NCS on their official website http://www.nccegh.org/2018/08/09/national-catholic-secretariat-engages-ncce-on-i-shame-corruption-project/#

Basics in Anti-Corruption Education: As part of the review of Ghana's education curriculum, Lead Afrique through STAR-Ghana's support has engaged and secured the formal collaboration and partnership with the Arts Education Department of University of Cape Coast and National Council for Curriculum and Assessment (NaCCA) to find out opportunities and spaces to include Basics in Anti-Corruption Education in the curriculum. Following couple of engagements, a draft curriculum and animation series for Anti-Corruption education has been developed with support from the Arts Education Department of UCC. The First draft of and curriculum and Teachers Lesson Notes is ready for second review by Curriculum Development Committee.

Engagement with Parliament: National CSOs led by GACC have engaged with Parliament on Parliament's commitment towards NACAP, Parliament's Public image and the passing of a more credible RTI law. Present at the meeting was the Speaker of Parliament Prof. Aaron Mike Oquaye, Majority Leader - Hon. Osei Kyei-Mensah Bonsu, Minority leader- Hon. Haruna Iddrisu, key staff and officials of Parliament among others. The Speaker applauded Civil Society for their important roles in contributing to democracy, good governance and development of the country and indicated CSOs share a common aim/goal with Parliament therefore regarded them as partners and look forward for deeper relationships. Key outcomes that emanated from the meeting were;

    a- Systems such as parliamentary attendance, clocking of members, among others have been initiated to discipline and reform members. Legal department has been created by the board as part of strategy to strengthen reforms.

    b- RTI Bill currently at the consideration stage, Parliament willing to engage CSO on the clause 12 and 13 and ready to partner on further proposals.

    c- CSOs were tasked to be interested in policing what Parliament does in the allocation of resources to Anti-Corruption institutions and agencies under the NACAP, there should be a detailed analysis on that to indicate whether as a country we are dedicating more resources or not.

    d- CSO to interrogate the competent of members of Parliament and the system that produces the members

System for Evidence: CALID with support from STAR-Ghana has put in place systems for evidence gathering on unapproved fees charged at some selected hospitals at the Tamale Metropolis. Through SMS platform, STAR-Ghana has trained six (6) members of the Coalition of Youth against corruption as reporters. They were trained on how to report cases on the platform for duty bearers to respond. Three (3) Representatives of the 3 selected hospitals were also trained and integrated onto the platform as duty bearers to respond to the issues coming from reporters. Reports on collection of unapproved fees by the hospitals have since been sent by reporters and have/are being addressed by duty bearers. Additionally, The Coalition is currently playing a major role in gathering of evidence using Citizens Scorecards and other tools. In the quarter, they have monitored the hospital facilities and assisted patients from being extorted. There are instances where they have matched patients or clients to hospital administrators for an issue to be addressed and discussions with NHIA on radio on related evidence.

Bringing media, civil society and state together through radio show Corruption Watch (Local Language Edition): STAR-Ghana through CDD has rolled out its corruption watch program (local languages edition) which airs on Adom' TV weekly. Thematic issues on corruption are discussed to educate citizens on corruption and its effect on the country. These discussions have provided clarity on key Anti-Corruption issues and terminologies as a result of the local languages used.

Also, through Creative Storm, the Police Watch program also gives citizens the platform to interact with the Police on issues of Corruption The show exposes corruption scandals and educates citizens on corruption.

Emerging Challenges and Opportunities

There have been a few reported cases of low cooperation and support to the project on the part of the District Assemblies and other Government Institutions due to the sensitive nature of the anti-corruption issues they are working on. This could have adverse impact on the achievement of project objectives and outcomes if not well managed. Critical amongst these are Partners working around issues on Capitation Grant, School Feeding and pre-mix fuel. Partners are however continuously engaging with the MMDCEs and Directorates of Education to win their full support and cooperation.

The GPs include 3 private sector associations who are being supported to implement actions under the Strategic Influencing component of the Call. Though the private sector is a key player in the fight against corruption, . private sector associations do not usually respond to these calls for proposals due to their competitive nature and the issue of capacity. STAR-Ghana therefore engaged some private sector associations to shape their initial thought/projects to ensure effectiveness at addressing corruption.

Despite these challenges, there is an opportunity for partners to amplify grassroot issues on corruption to parliament as they also work with committees in parliament specifically related to fighting corruption.

4.2.3   Local Governance Call

The Local Governance Call was launched in December 2017. It was developed to respond to the findings of the programme's inception phase PEA which identified accountable and responsive local governance, including decentralisation, as an effective entry point around which diverse interest and social groups could be mobilised to achieve sustainable national development. In all 24 Grant Partners made up of 17 Small Grant Partners and 7 Strategic Partners are being supported under the Call.

The overall objective is to strengthen, scale up and consolidate the results of previous and ongoing local governance-focused initiatives particularly in the areas of inclusive voice, improved access and transparency in service delivery.

The call focuses on key projects such as Strengthening Citizens' Participation in Mechanisms to promote Inclusiveness and Accountable Governance at the Local Level, Enhancing Gender Mainstreaming and Socially Inclusive Participation in Local Governance for Development in Ghana, and strengthening the capacity and capability of CSOs to plan and engage relevant actors on issues surrounding the referendum.

This Call includes the IDEG stand-alone grant to implement the Democratic Devolution Strengthens Developmental Governance (DDSDG) Project between April and December 2018.The DDSDG Project has contributed significantly to moving the discussion on the amendment of Article 55(3) forward. IDEG convened a national forum of civil society leaders where the implications of the amendment of Article 55(3) were discussed. At the end of the meeting and the leaders committed themselves to collaborate in promoting public education and mobilizing strong public support and approval for the amendment of Article 55(3).

Further IDEG played a key role in engaging the three arms of government to ensure that the draft Bill was submitted to Parliament in time for the constitutional timelines to be set in motion. In September 2018, a draft Cabinet-Approved Bill was submitted by the Government to Parliament. The Bill has now been published in the Hansard of Parliament, cleared by the Council of State and expected to be published in the Gazette by January 2019. These actions have also demonstrated the Government's strict compliance with the constitutional and statutory timelines stipulated for processing the Constitutional Amendment Bill into law.

4.3   Other Funding Windows

4.3.1   Strategic Opportunities

The Strategic Opportunities window is non-competitive funding that enables STAR-Ghana to respond to emerging issues that may not fit within a competitive call or require urgent action. It also enables the programme and civil society to take advantage of or respond to 'magic moments' in the national context and to catalyse actions emerging from the implementation of the 3Cs approach.

A total of 9 projects are being supported under this window, focusing on illegal gold and salt mining, anti-corruption and governance. Projects funded under this window are typically for a duration of two years.

There has been a slow pace of implementation due to the high level of state involvement. For example, whilst GACC's work has ensured that civil society continues to have audience with the President on a quarterly basis, their activities with Parliament have stalled due to challenges with arranging a meeting between civil society and the speaker. Also, the Media Coalition Against Galamsey (MCAG) continues to hold government accountable to the ban on illegal mining and monitors the state of our waterbodies. However, they recognise that the Coalition may not be able to train district and community mining committees within the project period because these are yet to be set up by the State. The progress of work towards the establishment of an Independent Police

Complaints Commission has received support from the Attorney General's Office and work towards a draft Bill is steadily progressing. On the other front, the inability of the Police Council to publicly commit to the establishment of the Council continues to delay full achievement of the expected outcome. STAR-Ghana continues to be adaptive to these highly sensitive programmes recognising the potential scope of policy change they offer.

A new strategic opportunity partner - the CSO network on the SDGs - has been supported administratively to hold the 17 sub-platforms together, coordinating actions and linking up the dots for success.

4.3.2 Parliament

Based on the Memorandum of Understanding / Framework for Collaboration signed between the Programme and the Leadership of Parliament in June 2017, contact was established directly with the approved partners under the parliamentary collaboration, namely the Select Committees on Gender and Children, Health, Education, Local Government and Rural Development and the Leadership and Parliamentary Service. An orientation programme was held for the Leadership of the various committees and targets to orient them to the programme and its expectations. Subsequently, technical advisors assisted the parliamentary targets to develop workplans and budgets. The capacity of the secretariats is being built through this partnership.

Between November 2017 and July 2018, however, discussions on an acceptable funds management mechanism were ongoing based on risks jointly identified by funders and the Programme. Parliament was unable to secure a dedicated bank account; an external fund manager initially selected was deemed to offer poor value-for-money and incompatible with Christian Aid systems. The decision was taken to manage the Parliamentary funds in-house with some additional risk management measures. A risk analysis supported the final option of fund management that would support programme implementation.

The leadership of Parliament are regularly appraised of developments and have demonstrated commitment to ensuring the partnership objectives are reached.

4.3.3 Support to State Actors

Grants to the Ministry of Zongo and Inner Cities, the National Council for PWDS and the National Youth Authority have been approved by the SC.

So far, NYA has received its first quarter funds and have commenced project implementation whilst MICZD and National Council for PWDs starting implementation in October 2018.

- ***The Danish contribution: Added value, focus, relative importance etc.***
In the STAR-Ghana Phase II programme, DANIDA contributed GBP 4.95 million to the total amount of GBP 22.87 million. This amounts to a total of 21.6% of the total fund. DANIDA in 2016 further contributed an additional 2 million DKK to support a standalone grant channelled to the Institute for Democratic Governance (IDEG) to implement the Democratic Devolution Strengthens Developmental Governance (DDSDG) Project between April to December 2018.

The Danish Contribution enabled the following:
- Developing partnerships as an integral approach to sustainability
A key strategy of the STAR-Ghana programme is the development of partnerships with policy influencers (CSO's) and policy makers (state actors). Over the period, the Danish contribution has ensured that **STAR-Ghana strategically partnered with civil society organisations and state agencies** (including committees of parliament). Beyond these direct partnerships, STAR-Ghana has also facilitated strategic partnerships between CSOs and relevant state actors, including Parliament. The main approach to achieving this has been through the strategic partnerships/influencing components of the grant calls, the provision of support to state actors whose mandates relate to areas of focus of GPs and the brokering of relationships between GPs and state actors. This has **helped to create and/or strengthen spaces for more effective collaborations and joint actions** between state and non-state actors. Through this approach, the results achieved have included the Human Rights Advocacy Centre (HRAC) and the Ghana Mental Health Authority (MHA) working in strategic partnership to develop protocols for administration of health services in traditional mental homes. These protocols have been well received by the traditional homes and are being implemented with the support from DANIDA. SEND Ghana held policy engagement meetings with relevant Select Committees of Parliament, as well as the Ministry of Finance and the Ghana Revenue Authority (GRA) to demand progressive tax policies and initiatives that support vulnerable citizens. This contributed to the revision in the 'Pay As You Earn' policy introduced by the Government. FIDA worked with CHRAJ and DOVVSU to generate more inclusive data to provide targeted responses to victims of domestic violence.

- Implementation of a strong Elections Call
The frontloading of the Danish contribution during the first 2 years of the programme enabled the implementation of a strong and cohesive Elections Call in the run up to Election 2016. Out of the 38 grant partners supported by STAR-Ghana during the election call project, 15 partners (representing almost 40%) engaged with and influenced state and non-state duty bearers. Key amongst them are:

-Abantu for Development's active engagement with the Ministry of Gender, Children and Social Protection in the development of its scorecard to project women's representation and participation in Election 2016. This was critical as it informed the Ministry on strategies for enhancing women's participation and representation.

-Advocacy activities by ROHEO which led to the signing of the MoU dubbed the "Nkwanta Declaration" which became a history for posterity. This is a document that will guide the activities of all political parties in the Nkwanta South, Nkwanta North and Krachi Nchumuru Districts and serve as a reference for accountability. The document will also remotely influence the electoral system, promote and protect the existing peace in the project constituency.

-GFD's engagement with the electoral commission on its study findings on accessibility influenced the commission to procure accessible polling booths, the use of Sign Language Interpretation (SLI) during EC's programmes on media, and political parties' manifestoes in braille are indications of GFDO's influence on the state actors of the electoral process.

-The IDEG/CFI project on '*Let Us Act Together To Strengthen Public Confidence And Trust In The 2016 Electoral Process*' contributed to influencing the decision of the EC to publish the modalities for deleting the NHIS registrants in a press statement released on Friday July 8, 2016.

- The Inspector-General of Police directed that all EC offices and officials be provided 24 hour security following reports carried by a Grant Partner, the Ghana Broadcasting Corporation, under its 'Ghana Wins' project on violence in the Asunafo South and Suhum districts of intimidation of voters during the voter transfer exercise.

-The SMS voices platform, an online platform implemented by the programme to enhance the effectiveness of citizens' influencing through the use of SMS brought state and non-state duty bearers in the electoral system for an engagement with citizens in Tamale. The EC, NCCE, Police Service and community leaders committed at that meeting to take steps to address the issues and concerns citizens had raised. Overall, out of the 191 issues reported on the SMS voices platform, 97% of reporters were satisfied with feedback from state partners.

- ***Prospects of sustainability***

The main sustainability tool for the programme is the establishment of STAR-Ghana as a Ghanaian-owned entity as noted in Output 4 of the logframe. At the end of the period, there is considerable clarity and progress on the entity. The STAR-Ghana Foundation with a tagline 'promoting active citizenship' was launched at the beginning of November. **Four key strategies and workplans were developed** that together form the basis underlying structure for the entity. These were the Organisational Change Strategy, the Branding and Positioning Strategy, the Fundraising and Financing strategy and the 5-year Strategic Plan with attendant 2-year transitional workplan. **The governance and legal framework for the STAR-Ghana Foundation has been agreed** and a list of eminent Ghanaians have been confirmed as Subscribers and Governing Council Members. Civil society has been constantly updated in the entire process with three rounds of consultations (2 in the period under review).

The result of these processes are as follows:

- The entity will be a centre for active citizenship, civil society and philanthropy
- The functions of the entity will be as a strategic grant maker and playing the role of an honest broker of relationships within civil society through the 3C and L approach
- There will be a three-tier governance structure that includes 25 Subscribers who will, legally speaking, be owners of the Trust; an 11-member Governing Council who will manage the Trust on behalf of the Subscribers and a lean secretariat.
- To ensure wider stakeholder involvement a Biennial Consultative Assembly has been proposed.

Engagement Title	(an analysis of logframe achievement is attached as Annex 1	
Name of Partner		
Outcome 1		
Outcome indicator		
Year	Baseline	
Year	Result	[Please comment on the situation by the end of the engagement]
Assessment of achieved results	Please write a brief statement of the achievements including: • Achievement of the outcome • Important changes in the context of the outcome • Appropriateness of chosen modality and partners • The Danish contribution: Added value, focus, relative importance etc. • Prospects of sustainability	
Engagement Title		
Name of Partner		
Outcome 2		
Outcome indicator		

Year	Baseline		
Year	Result		[Please comment on the situation by the end of the engagement]
Assessment of achieved results	Please write a brief statement of the achievements including: • Achievement of the outcome • Important changes in the context of the outcome • Appropriateness of chosen modality and partners • The Danish contribution: Added value, focus, relative importance etc. • Prospects of sustainability		

4. LESSONS LEARNED

The STAR-Ghana programme has had a successful year, it is delivering on its programme outcomes and outputs. It is building its profile and brand as an 'honest broker' and in so doing, laying solid foundations for the new entity, both in terms of what it will do and how. It has diversified its partner base and increased its burn rate. STAR-Ghana is exceptionally well-positioned as it moves into the next exciting phase of its development.

CONVENING, COORDINATING AND CATALYSING OF SPACES

The 3C&L approach has taken off significantly and constitutes one of the key learnings from STAR Phase 1. It constitutes an innovative strategic approach and has moved STAR-Ghana from being not only a grant maker but 'going beyond grants' to becoming 'a convener of dialogues, catalyst of actions and coordinator of movements'.

➢ **Convening** inclusive dialogue with a broad range of actors, promoting multi-stakeholder collaboration and identifying critical entry points and opportunities for collective action;
➢ **Catalysing** active citizenship, strategic partnerships and collective action for change, both locally and nationally;
➢ **Coordinating** and supporting strategic collaboration and joint influencing among a diverse range of actors, both within civil society and between civil society, government and business;
➢ **Learning** continuously from our work with partners, sharing lessons, innovations and evidence, adapting programmes accordingly to fuel wider-scale change.

A number of lessons have been learnt, including:

The use of 3Cs is a means for STAR-Ghana to be relevant in civil society space and provide up-to-date, targeted and timely support

The PMT continues to step up its use of convenings around current and locally salient issues, in part as a means to foment broader debate. The convening on the Free SHS was used as an entry point into a wider conversation on the quality of our educational sector; the convening on Ghana Beyond Aid will feed into longer-term conversations on taking forward the sustainability agenda. These topics may not have been discussed had there not been such a platform.

However, the PMT has sought to balance the need to take on topical issues while ensuring it is not spreading the convenings too thin and covering too many issues. For example, other important magic moments around equity in the fisheries sector, the banking sector crisis, regulation of the LPG sector and agitations on cocoa prices have not been convened upon. These are as equally important as Ghana Beyond Aid and 16 days of Activism and International Press Freedom Day. The PMT, continues to balance this fine line. In the following period, the review of the grants strategy and the development of a bespoke 3Cs strategy will support the process of identification and conceptualization.

3 C and L is STAR-Ghana and partners' brand

• The 3 C and L approach is not limited to issues identified by the SC and the PMT. This approach is envisaged as one of STAR-Ghana's strengths and a key rationale for setting up the entity. It is also a core component underlying the programme's theory of change - the need to create, use or institutionalise spaces for dialogue at all levels; dialogue that brings together both demand and supply side actors and leads to improved service delivery. Going forward, the entity proposed tagline of *'a centre for active citizenship, civil society and philanthropy'* must be interpreted within the 3 C and L approach to ensure the entity is *'not just a grant maker'* but an honest broker of relationships.

• The 3 C and L is mainstreamed into implementation at all levels of the programme. For GPs, while they have been implementing some forms of convening in their previous actions, this was not as purposively and in the coordinated manner required under STAR-Ghana. The programme needs to invest resources in strengthening the capacities of GPs to integrate the approach into their work and thereby contribute to the effectiveness and sustainability of their projects.

Strategic Opportunities and 3 C and L as complements to longer-term projects

• The Strategic Opportunities funding window and convenings have been used to complement the implementation of longer-term grant projects. These have involved unblocking bottlenecks affecting a number of projects as in the case of the convenings around the Land Bill, or to bring in stakeholders outside the reach of GPs but critical to achieving GPs' results such as in the case of Songtaba reaching out to the Northern Regional House of Chiefs during the 16 days of Activism or addressing systemic issues that cut across all projects such as the convening on the RTI Bill. As the strategic grants projects enter the critical phases of their implementation, this complementarity will become even more important

• The PMT's strategy to adopt a mix of approaches towards the implementation of the convenings has been validated by the results emerging from these convenings. The approaches include leveraging the convening powers or other competencies of actors in short-

term focused partnerships such as the partnership with Citi FM on youth unemployment; funding and other support to CSOs and CSO networks to implement a series of convenings around locally salient issues such as the support to CSOs in northern Ghana under the Baobab Talks and with ODEKRO on the Brown Bag series; and developing an alliance of actors with complementary competencies to implement dialogues around issues requiring technical expertise such as the multi-actor partnership on the MTHDP with the Centre for Social Policy studies (CSPS) of the University of Ghana, the CSO Platform on the SDGs and ODI, an international research organisation based in the UK. A one-size fits all approach may not have yielded the results achieved to date.

Grants Making

Grant-making forms a significant part of the programme's interactions with our stakeholders. A grants strategy and annual grant learning events ensure we continually adapt to the changing demands of partners, our political environment and other emerging issues on improved quality of service delivery. The key features of the grants strategy are iteration in approach based on learning, using grants as one in a suite of complementary civil society support tools and balancing innovative and adaptive programming with financial and legal compliance and risk management.

Key areas of learning during the period include:

Front-loading of Calls

The programme completed the launching of its competitive Calls targeting CS actors during the reporting period, with the implementation of the Local Governance Call. The staggering of the five Calls (Elections, GESI, Media, Anti-corruption and Local governance) over a two and half year period was due primarily to the limited staff capacity to effectively manage the call processes and support the projects. Feedback from CSOs however indicated that the uncertainty regarding when calls will be issued, and their weak financial situations compelled them to apply for calls as they were launched, without regards to their areas of specialisation and interest. It was also indicated that a front-loading of the calls would have allowed for longer implementation periods, particularly for the strategic projects which require time to gain traction. While the specific strategy to use, front loading or staggering the calls, will depend on a number of factors, communication is key. CS and other stakeholders should be informed in advance of the number of calls and their timing to enable informed decision making by interested organisations.

Reaching and supporting diverse CSOs with grants

Competitive calls usually favour bigger and well-resourced CSOs who are able to develop good proposals and may have had prior experiences working with donors. STAR-Ghana's vision, theory of change and outcome underscore the importance of reaching out and supporting smaller, closer to communities and less formally organised CSOs. Targeting these types of CSOs may come with increased risks, programmatically and fiduciary-wise because of weak systems and capacities, in addition to their weak capacities to develop proposals that will be competitive against the bigger CSOs. The programme has responded to these challenges by dividing Calls into components targeting national and regional CSOs and CBOs, lowering the pre-qualification criteria and simplifying the application template. While these have helped in reaching smaller organisations, it has not gone far enough to reach informal social movements and CBOs run by volunteers who may be non-literate in English. The Strategic Opportunities funding window and brokering of win-win alliances between formal CSOs and less formal ones could provide mechanisms for supporting diverse CSOs without exposing the programme to undue risks.

Integrating capacity building into grant support to Grant Partners

Through its non-grants strategy, STAR-Ghana has complemented grants support to GPs with capacity building (CB) support for effective grant management and achievement of results. The CB support has focused primarily on financial management, monitoring and reporting, adaptive programming and GESI mainstreaming. Feedback from GPs and the quality of their reports indicate the effectiveness of this approach. The focus of CB on technical issues overlooks the issue of the sustainability of these CSOs. Weak overall organisational systems, weak resource bases and poor succession planning have negatively affected the impact of the CB on these organisations. The programme is developing a workstream on leadership development and organisational development as complements to the current CB support to ensure holistic and integrated support to GPs. This approach will not only contribute to the sustainability of the results being achieved by the GPs but contribute to the longer-term sustainability of the CS sector in Ghana and of STAR-Ghana's results.

Minimising the risks of grant partners' misuse of funds

As the number of GPs increased from 33 at the beginning of the reporting period to the current 89 and given the overall size of funds on STAR-Ghana and the diversity of our Grant Partners, risks of potential misuse of funds will increase. The potential risks are being mitigated by an increase in the number of programme staff and an increase in the number of monitoring teams from two to three. Other risk mitigation measures as outlined in the Fiduciary Risk Mitigation Strategy submitted to DFID and based on learning from the four misuse of funds cases include:

- Rigorously validate and verify all expenditures and activity reports and expenditures with beneficiaries, relevant stakeholders as well as vendors/suppliers anytime they go Partner monitoring visit. This will enable the programme to authenticate the Programme and Financial reports that Partners submit.
- The Grants and Finance units conduct regular compliance visits to GPs to assure that adverse issues picked up during due diligence and monitoring visits have been successfully or reasonably addressed. These are in addition to the scheduled quarterly monitoring visits to all GPs;
- Increasing publicity around the whistle-blowing strategy as this has been found to be a very important source of information, particularly on issues not picked up in the annual programme audit and the monitoring visits.

Supporting grant making into the Entity

Grant making will continue to be a core part of the work of the Entity post October 2018 where the Foundation, as a legal entity, will have the power to make calls in its name. This stand-alone process has been tested with DANIDA channelling funds through the STAR-Ghana programme to IDEG to implement a local governance programme.

As part of the 5-year Strategic Plan of the Foundation, conversations have already begun around programme and grant management software, approval processes and support requirements. Given the overlap between the programme and the entity from October 2018 to September 2020, it will be critical to manage the expectations of stakeholders regarding how the entity will make grants and the quantum of grants to be awarded per project. The Transitional Plan will ensure that the Foundation has the requisite systems to continue to provide Fiscal and Conduit support to the Entity's objectives.

COMMUNICATIONS AND LEARNING

Learning around movement building through the cluster approach

The programme's learning strategy has focused on the development and implementation of Communities of Practice and Learning (CoPL) as spaces for learning amongst GPs and between GPs and other stakeholders. The CoPLs became quite unwieldy and largely driven by the PMT. We have adapted the approach to create clusters of GPs working on common issues within a Call. They are small enough to enable online and physical meetings at minimal costs and large enough to develop a critical mass of actors around an issue. In addition, the focused nature of these clusters has promoted shared ownership by GPs.

Building on the experiential learning of individual clusters, the inter-cluster meeting has helped the programme to fulfil its goal of movement building as envisaged in the GESI strategy. The movement has a plan of becoming a formidable force to champion GESI related issues. A recent feat was a statement they issued during the recent police brutality at the Midland Savings and Loans Company. Challenges still exist. First, some clusters are more active than others, based on the strength of the convenor. Second, the team is aware that movements are fluid and spontaneous and the objects of social movements are loosely defined. For sustained effect of social movements, there is a need for a committed core working group to sustain the movement with relevant information and direction. The inter-cluster learning provides another level of interaction between the GESI Clusters as all the ingredients for a movement is readied awaiting a defining moment to take the issues forward.

Partner support and M&E

A robust programme and financial monitoring system provides consistency and improves the culture of learning

The programme's MEL Manual sets out our processes for partner support and project monitoring. Quarterly partner and project visits do not only focus on partner compliance issues but also include discussions with duty bearers and members of target communities to understand the underlying issues, changes and perceptions, and the local context.

The programme has also adopted an integrated approach to the monitoring visits, each monitoring team comprises staff of the M&E, programmes, finance and grants teams. This has enabled a more holistic approach to supporting partners and reducing the workload on GPs associated with different teams visiting them at different times.

The PMT has updated the monitoring checklist based on experience and uses it for its pre-visit orientation. A post-visit debrief enables the harvesting of lessons and discussion of key issues which arose.

FC and SC participation in the monitoring visits

Members of the FC participated in a number of monitoring visits during the period under review. This provided an opportunity for FC members to see first-hand the changes occurring at local level and the rigour of the monitoring process. The PMT received good feedback from FC members who joined these visits. We recognise the value of consciously and actively including current and potential funders as part of monitoring visits, so that they can speak to specific partner work from first-hand experience.

5. ENDORSEMENT

All relevant documentation should be available in F2. Further it is also important that the relevant documents would be accessible in PDB: grant authorization related documents, appraisal reports, agreements, progress reports, the implementing partners' final reports, minutes from meetings of the programme/project's executive body and audited accounts.

Date: **Signature:**

Ambassador/Head of Department