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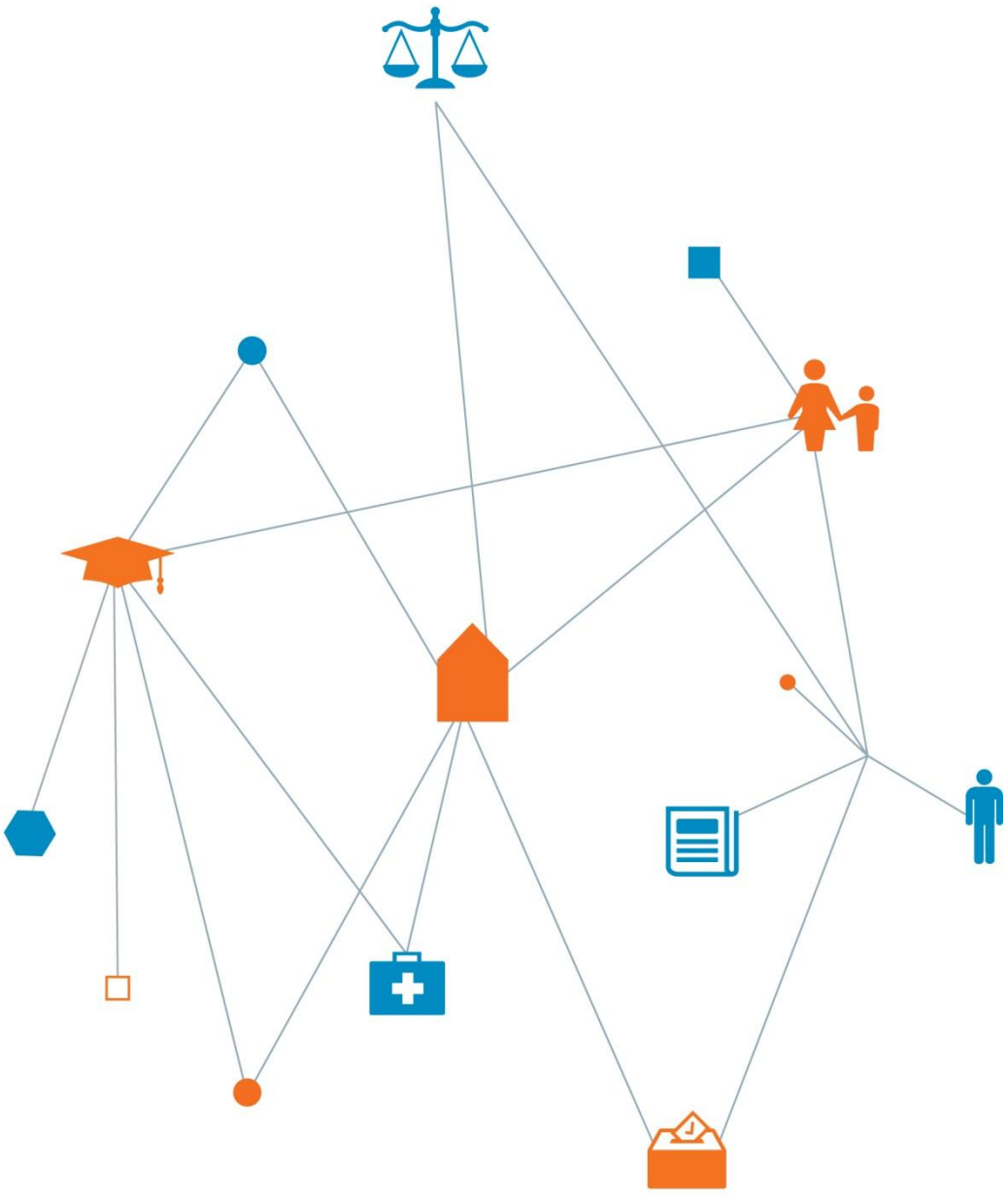
Governance and Transparency Fund End of Programme Review



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End of Programme Review
Governance and Transparency Fund
April 2014

Ann Muir and John Rowley
28th April 2014
North South Consultancy Exchange

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Acronyms

BBC	British Broadcasting Corporation
CSCF	Civil Society Challenge Fund
CSO	Civil society organization
DAC	Development Assistance Committee
DFID	Department for International Development
EISA	Electoral Institute for Sustainable Democracy in Africa
EU	European Union
FER	Final evaluation report
FM	Fund Manager
GH	Grant holder
GNP+	Global Network of People Living with HIV
GPAF	Global Poverty Action Fund
GTF	Governance and Transparency Fund
ICAI	Independent Commission for Aid Impact
IDASA	Institute for Democracy in Africa
KPMG	Fund Manager
M&E	Monitoring and evaluation
MSRs	Most Significant Results
MTR	Mid-term review
NASCOH	National Association of Societies for the Care of the Handicapped
NGO	Non-government organization
ODI	Overseas Development Institute
PCR	Programme completion report
PPA	Programme Partnership Agreement
PTF	Partnership for Transparency
SFCG	Search for Common Ground
ToR	Terms of reference
VFM	Value for money

1 EXECUTIVE SUMMARY

1. The commitment of the UK government to establishing a Governance and Transparency Fund (GTF) in 2006 led in 2007 to the creation of a £100m GTF which was later increased to £130m. The high level objectives of the GTF were:

Impact: *governments are more capable, accountable and responsive to the needs of poor people*;

Outcome: *strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions at different levels in the governmental system*.

2. All of the programmes have come to an end, and the GTF itself closed at the end of March 2014. This end of programme review was commissioned by the Department for International Development (DFID) to review the management of the GTF, assess its impact and to assess the effectiveness of its learning methods.

1.1 Impact of the GTF

3. The GTF has contributed to reducing poverty. But impact level indicators are unlikely to provide evidence of the effectiveness of the GTF. However, the reporting on outcome indicators contains many examples of convincing evidence of improvements in a very wide range of forms of governance. Weaknesses in reporting mean that additional work is required to provide convincing accounts of these impacts.

1.2 Programme Design and Management

4. The GTF was a non-prescriptive demand-led fund: it was not designed as a strongly coherent portfolio. The variety of programmes limited the number in any one particular thematic area. It was launched without a theory of change or a logframe. The purpose statement of "*strengthened civil society"* had a crucial influence on the logframe which was developed and repeatedly modified during the GTF. The structure of the logframe influenced the quality of reporting on achievements and presented an impediment to learning. It meant that a) evidence of improved governance was being reported on at outcome level to demonstrate stronger civil society instead of at impact level as better governance; and b) a considerable amount of evidence of impact could not be represented as being part of logframe reporting. Part of the problem with the logframe may also be due to difficulties that face any global logframe trying to collate and present very diverse results from different programmes as reported, for example on the Programme Partnership Agreements (PPAs), by the Independent Commission for Aid Impact (ICAI)[1].

5. With respect to portfolio management and reporting, two key features which had significant implications stand out. First the fundamental shift in policy in DFID towards stronger results based management, evidence of contribution to results and Value for Money (VFM) in the second half of 2010 when programmes were entering their mid-term stage; and secondly the step change shift in contract arrangement with the Fund Manager (FM) which saw the contract develop from one with an administration focus to one with a portfolio management and learning focus. Specific attempts were made to introduce step changes to strengthen learning from the portfolio informed in particular by DFID's heightened interest in evidence based results and demonstrating contribution to results.

6. Given the diverse nature of the portfolio and standards of reporting, improving the quality of reporting on results would not have been an easy task. To manage the

situation the FM had already developed the GTF logframe and started to monitor the contribution of programmes to the logframe. In 2010 and again in 2012 DFID increased resources for learning, which culminated in a Learning and Impact Strategy. It seems, however, that the FM was unable to fully respond to the higher priority accorded by DFID to results based management and learning. In the view of the review team, had the FM had greater ease of access to the debates around DFID policies and practice, it would probably have had a fuller and more informed sense of DFID's agenda and expectations, which would have enhanced communications and the quality of learning. Secondly the FM lacked sufficient experienced research capacity in learning and Monitoring and Evaluation (M&E) for the very significant tasks of extraction and learning.

7. As with other elements of the management of the GTF, efforts to improve VFM assessments have been constrained by the way the fund was set up - by the lack of standard budget formats, benchmarks, unit costs, clear data on costs[2] and issues of assessing the value of changes in elements of governance. There are occasionally good reports on economy and Grant holders (GHs) seem to understand cost drivers and were able to provide examples of cost savings. Poor reporting on VFM is also reported on the Global Poverty Action Fund (GPAF)[3] and the PPAs[4]. Improvements in reporting on results and VFM required additional support to GHs as well as stronger insistence on standards. The FM needed to develop closer links with the GHs to improve the quality of exchanges which was not helped by the starting point predominantly as fund administrator.

8. The FM introduced due diligence procedures at the outset for GHs, and for southern GHs this was undertaken by local FM offices. This has subsequently been adopted by DFID in the PPAs[5].

1.3 GH reporting

9. Weak logframes, M&E and VFM were constant features of GH reporting. Although the introduction by the FM of inception reports did pick up weaknesses earlier than the first annual report. Annual reporting, Mid-term reviews (MTRs), Final evaluation reports (FERs) and Project Completion Reports (PCRs) followed standard DFID formats. These formats did not facilitate meeting DFID's increased demand for evidence based reporting from mid-2010 onwards. The annual report structure contains sections on programme management and M&E which allow summaries, but did not require detailed analyses of contributions to results, and the template for MTRs and FERs did not go as far as to require evaluators to track contribution to results[6].

10. Most of the evaluations did not rigorously track contributions to results. In general, evaluations relied on existing knowledge and documentation of GHs and their partners. By the stage of independent evaluation, two years after the need for stronger evidence-based results was required, the FM could have required evaluations to identify contribution to results by working with GHs and their partners by, for example, using elements of outcome mapping.

1.4 Effectiveness of Learning Methods

11. For GHs and their partners, the single most important means of learning is their own experience. This points to the value of the GTF as a source of learning which can be taken forward into the other governance work of GHs and their partners. This is assuming the results of learning for organizational policy and practice are institutionalised, and have not been lost with the loss of staff members who have

moved on to other jobs. Information is not available on the extent to which learning has been institutionalised or on post-GTF staff movements.

12. In the on-line survey only a few respondents referred to learning from other GTF programmes, a finding commensurable with the fact that sources and events for thematic learning and in-country learning between GHs have been limited.

13. The increased drive for evidence based results and outcomes arrived when programmes were two years into implementation, and in general not geared up to the demands of rigorous evidence based M&E. There was therefore a sea change in expectations, which GHs were gently pushed into trying to meet. In the view of the review team a letter to all GHs in the second half of 2010 setting out the implications of a policy change which DFID had to meet, and which therefore meant all Civil Society Organisations (CSOs) in receipt of DFID funding also had to meet, would have more clearly set out the new obligations incumbent on GHs. In hindsight it appears that the FM, by not being tougher, was protecting GHs and their partners from the inevitable need to provide better evidence of results and of their contributions to results.

14. The review team has had to read annual reports of the 12 sample programmes and on occasion found it very difficult to know what a programme actually did: the technical data sections are not balanced with an analysis of programme achievements. The most useful reports for learning about what a programme actually did were the MTRs, the FERs, PCRs and in particular, the most significant results (MSRs). But the latter focused on specific projects rather than the programme as a whole. More findings on learning (in particular from experience) were gleaned from the FERs, and these are an important learning tool for GHs.

15. To address the relative lack of information on outcomes 117 MSRs were identified. These focus on specific results – they are discrete examples of programme results. And as such they do not address the more nebulous results of GTF programmes, for example the value of more confident civil society for governance and transparency. They have deepened the link between activities and results, although the self-assessment of the strength of evidence of results was weak.

16. The quality of evidence of results and outcomes achieved varies in the MSRs of the 12 sample programmes: some reporting clearly sets out how an activity led to a result, but in some the language of reporting is vague and only assertions are made. While for these programmes there are issues around the contribution of activities and outputs to outcomes and impact, it is unclear to what extent this is due to weaknesses in reporting or evidence based M&E, or programme design and implementation. Opportunities still exist to further mine data from the fund, although this would require post-programme inputs from GHs. One possibility could be to provide advisory support for GHs to re-visit the 50 MSRs and seek out additional information to track contribution to results.

17. VFM assessments are done better in the MSRs compared to reports and PCRs, and a range of models is found in the 12 sample programmes; including returns on investment and costs per beneficiary. In most cases, the assessments require further judgement or interpretation to make sense.

18. Improvements in organizational capacity as a result of the GTF are claimed by GHs. The fifth annual report survey of GHs found that 86% of respondents rated

their programme as having had a significant or substantial improvement in the capacity of their organisation to deliver similar programmes in the future.[7] These claims are corroborated in responses to the review on-line survey question, where claims of improvements in competencies are compelling[8]. This bodes well for future GH work in governance and transparency.

1.5 Overall Value for Money

19. The overall assessment of value for money of the GTF is balanced. There is some good reporting of economy at programme level but the evidence at fund level is weak. The same is true of efficiency which may be very weak in some management areas. Equity may be good but is not important to the overall assessment. The assessment depends on the effectiveness which is balanced but could be become very positive if further work is done on extracting and sharing learning from the MSRs.

1.6 Recommendations

Recommendation 1: Revisit the 50 MSRs and support GH learning from the GTF.

20. Further investment is needed to get more learning on results out of the GTF, and the primary vehicle for this is the 50 MSRs being used to support the 10 briefing papers. This will require going back to GHs, and GHs going back to their partners for additional information to track contribution to results – mapping the specific role a project had in achieving a result and the steps through which it was achieved.

21. In addition it is recommended that learning also focuses on strengthening institutionalised practice in GHs. This should be done by GHs with advisory inputs from the same person supporting the MSRs. It could give rise to a community of practice and the development of excellence in learning for and from practice, which would support evidence-informed projects, programmes and funds.

Recommendation 2: Create a Learning Champion of the GTF

22. There is a clear role for a champion of learning from the governance work of the GTF, who could also champion learning from other civil society funds across DFID in the UK and in country offices. This would support DFID's learning partnership with PPA organizations.

Recommendation 3: Design of Future Global Funds

23. The design of global funds should be guided by ease of portfolio management to measure and assess results quantitatively and qualitatively, this should be done using thematic windows and, limiting the number of countries. This more focused way of working will also support GH and DFID learning within a country and regionally. Thus the overall results of programmes will support economy, efficiency and effectiveness of the fund.

Recommendation 4: Provide Future GHs with Guidance on Evidence

24. The DFID *How to Note* is not appropriate to most GH work – CSOs are not professional researchers[9]. Instead a simple how to guide is needed and guidance on evidence for governance and transparency work should focus on using critical social analysis and political economy analysis.

2 INTRODUCTION

25. The commitment of the UK government to establishing a Governance and Transparency Fund in 2006 led in 2007 to the creation of a £100m GTF (later increased to £130m). The high level objectives of the GTF were:

Impact: governments are more capable, accountable and responsive to the needs of poor people;

Outcome: strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions at different levels in the governmental system.

26. All of the programmes funded under the GTF have come to an end, and the Fund itself closes in March 2014. This end of programme review was commissioned by DFID to review the management of the GTF, assess its impact and assess the effectiveness of its learning methods. (The ToR are in Annex 24).

27. The methodology comprised a review of the documentation; a review of learning and achievements in a random sample of 12 out the 38 GTF programmes; an online survey of all 38 GHs, to which there were 28 responses from 25 grant holders (GHs); and interviews with the FM, Triple Line, Harewelle, Delta and DFID staff. Further details on the methodology are provided in Annex 25.

3 PROGRAMME DESIGN

3.1 An Ad Hoc Portfolio

28. It is important to note the original rationale and aims of the GTF, because after the change of UK government in May 2010 the increased focus on transparency, results based management and value for money changed the expectations and requirements of the GTF. This had major implications for portfolio reporting of the GTF. There are two key reasons for this:

First, the outcome - *strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions at different levels in the governmental system* – meant programmes were expected to focus on monitoring their programmes' contribution to results in strengthening civil society.

Second, a deliberate decision was made at the start not to establish funding windows which would *divide up the Fund's resources into rigid pre-determined allocations*[10] rather it was set up to support innovation: *The aim of the GTF is to respond to the best initiatives from a wide range of not for profit organisations on governance and transparency issues. These criteria and guidelines are intended to set a framework for those initiatives and allow innovation, rather than create a prescriptive programme design*[11]*.*

29. Therefore the GTF was not designed as a strongly coherent portfolio, which would have facilitated monitoring and measuring its governance and transparency achievements. It was designed to work in a range of countries and continents and across a range of activities, and the variety of programmes funded limited the number of programmes in any one particular theme. The implications of this diversity, which posed a challenge for M&E at fund level, heightened the importance of having in place a structure, including extractive research resources, and a strategy for assessing fund performance at the start of the GTF. But a learning strategy was only developed in the final years of the GTF, 2012/13, and extractive research capacity was insufficient for

the size of the task, which compromised learning about the collective results of the fund. See Section 7 on learning and Section 10 with recommendations.

30. In keeping with its outcome, the GTF was aimed at the demand side rather than the supply side of governance, and it was decided at the start that while some supply side work could be funded that this *should only be a justified small portion of the proposed activities.*[12] This prioritised applicants working on the demand side rather than organisations and governments working to strengthen capabilities in government.

31. Responding to demand – supporting variety and innovation – were key interests of those involved in the establishment of the GTF in 2007[13]. Alongside this was an interest in learning: it was envisaged that the GTF would provide a highly important resource offering a variety of tools, methods and approaches from which DFID and CSOs could learn about effectiveness. But as noted above this was compromised by the absence of an effective learning strategy at the start.

32. Indicative of the respect for what the GTF was seeking to do was that it informed the establishment of the Global Partnership for Social Accountability of the World Bank and the Making Voices Count initiative which is funded by a number of donors, including DFID, and implemented by a consortium led by HIVOS[14] [15].

3.2 Selection of Partners

33. GTF Applicants and their partners could be based in any low or middle income country as defined by DAC, and this included EU accession countries.[16] Applicants were expected to have previous experience of governance and transparency issues and only those with this proceeded to proposal stage. Applicants were not specifically required in their concept notes to state who their local partners would be, but were expected to give an indication of the type of organization they would work with. Local government qualified as a partner, but the majority of its work in the proposed programme was expected to be demand based.[17] This meant there was potential to strengthen capabilities in government, for example by strengthening the capacity of elected representatives and administrations to respond if the programme outcome was to strengthen civil society.

34. At proposal stage applicants were required to state their local partners, although additional local partners could be identified during implementation[18]. This was common, and indeed a number of successful applicants changed countries (and therefore partners) in the early stages of implementation. In total 10/38 programmes changed some of their countries of operation including partners, and 3/12[19] of the sample programmes. In addition two of the sample programmes changed their partner organizations mid-operation. One because a basic assumption of the programme proved invalid in two countries – that state broadcasters would be willing and appropriate partners to deliver the GTF objectives – and the programme switched to working with independent broadcasters.[20] Another because of managerial issues.[21]

3.3 Allocation of Resources

35. Countries in which over £500,000 were spent annually are presented in Annex 6. South Africa followed by Kenya were the biggest recipients. It is not possible to identify spend by sector or theme in the portfolio, since budgeting was activity and not output based. Annex 5 presents all 38 programme titles with budgets, which provide an indication of sectors/ themes that monies were spent in.

36. Although there were only 38 GHs most GTF funding was spread over 30 to 40 countries[22]. Given this diversity, and given the relatively small total amounts spent in South Africa and Kenya, it would have been better value for money to have focused on fewer countries and larger programmes. See Section 10, for recommendations. However the GTF was at the time set up to support innovative work in a range of sectors and countries and it has done that. How successfully it has done this will be discussed in the Impact of the GTF section below.

3.4 Logframe and Theory of Change

37. The fact that the GTF was launched without a logframe was mentioned many times to the review team. The MTR recommended that future programmes consider the value of establishing logframes at their *very early stages*[23]. The initial absence of a logframe and the work on establishing and repeatedly revising the logframe are critical features of the story of the GTF because of the way they have influenced the quality of reporting on achievements.

38. The first published version of the logframe appears in the first annual report in 2009[24]. It has seven outputs: six are linked to the three areas of the CAR framework and one relates to GHs' capacity to monitor their work, learn lessons and disseminate findings. The next published logframe in 2010 has only six outputs with the learning output removed. This may have been a significant lost opportunity as it may have fixed learning as a function for the programmes and for the fund so that resources could be allocated to it and reports expected against it. One of the 12 sample programmes in this review included a learning and dissemination output in its logframe.

39. During 2010, as part of the inception phase reporting, GHs attempted to link parts of their programme to the different indicators of the purpose and the output statements of the first logframe. The task was completed by the FM and this allowed a detailed ARS report in which contributions of the GHs were linked to each element of the logframe in the third annual report[25].

40. However, the third annual report also presented a new logframe which adopted the revised logframe model and maintained the narrative for purpose and outputs but changed a significant number of indicators. The changes were the result of feedback from DFID on the second annual report[26]. Many of the changes increase the ease with which indicators can be observed and assessed and the overall number of indicators was reduced.

41. The theory of change of the GTF is also presented in the third annual report and flows into a presentation of the logframe and largely covers the same issues. The CAR framework is described along with a number of models of how civil society may influence the running of the state. The report also presents the logic model[27] which shows how the six outputs relate to the different elements of the CAR framework, but does not mention the key assumption that effective demands will lead to better responsiveness. In line with the removal from the logframe of the seventh output, learning does not feature as an element of the theory of change.

42. The GTF logframe was modified again after the MTR and although the narrative remained unchanged, there were eight significant changes in the indicators for the six outputs. The resulting logframe is probably clearer and easier to report against. Overall the problem of the assumption at impact level (the fault line) was not

resolved and the linking of programme level results to fund level reporting was not made easier.

43. The FM did carry out work on improving GHs' logframes but did not require a move to the revised format. The overall push for results-based management did not result in tighter links between programme and fund level logframes. The pressure to improve reporting on programme level logframes was focused on individual GH logframe indicators and these were not modified to conform more closely to the fund level indicators. Making programme and fund level logframes conform may have been impossible for several reasons:

a) Evidence of improved governance from the programmes was being reported on at outcome level (to demonstrate stronger civil society) instead of at impact level (to demonstrate better governance).
b) A considerable amount of evidence of impact from the programmes could not be represented as part of the logframe reporting.
c) Reporting on the fund level logframe may also have suffered due to difficulties that face any global logframe in trying to collate and present very diverse results from different programmes, as reported, for example on the PPAs, by ICAI[28]. This problem is hugely more difficult for the GTF where diversity of focus and approach was deliberately sought in the early stages and where the logframe did not play a role in the design of the fund.
d) There were also difficulties in solving the assumption at outcome level; the "fault-line". With hindsight it is possible to ask if it would have been possible to use the results of the MTR to request a change to the outcome level statement. This would not normally be allowed but the distance from the original conception of the fund and the White Paper from which it sprang, coupled with a demonstration of a new and lucid theory of change in which programmes reported on strengthened civil society on the way to reporting on improved governance, may have been enough to overcome logframe orthodoxy.

44. It is very clear from the fifth annual report that the FM was very aware of the difficulties of working with the logframe, both in terms of problems with the hierarchy of objectives in which elements of better governance appear at different levels in the logframe and the essentially upside-down nature of the logic flow from better governance to strengthened civil society[29]. The fault-line argument appears later in the report as the observation, *civil society cannot directly do responsiveness*[30]. These comments contain the reasoning that might have been used to argue for change at outcome level in the logframe.

45. Without that higher level change, the modifications to the logframe narrative statements and then repeatedly to the indicators create the impression of a lack of conceptual clarity and the logframe remains an impediment to effective reporting and the pulling out of good learning.

4 PROGRAMME MANAGEMENT

4.1 Contract Arrangements

46. In total there were three phases of the FM contract to manage the GTF, and through these phases the role of the FM was obliged to move from an administration focus to a portfolio management focus:

Phase 1 June 2007 to June 2010. In this phase concept notes and proposals were appraised by Triple Line, Harewelle and Delta, and annual reports were assessed by Triple Line. This original contract focused on supporting the establishment of

individual programmes with technical advice and assessing GH reporting, and the financial management aspects of fund management. There was a limited emphasis on portfolio monitoring and learning - a small budget for learning was included, 40 days over three years. Triple Line took a technical lead on learning and M&E and governance. Harewelle and Delta had shorter inputs into appraising concept notes and proposals.

Phase 2 July 2010 to July 2012. Requirements for GH capacity building in logframes and monitoring, and learning from the portfolio of programmes had been significantly underestimated in Phase 1, and in Phase 2 a total of 238 days were allocated to learning[31]. In September 2010 learning was transferred from Triple Line to the FM, who recruited an academic researcher to support learning. In September 2011 Triple Line left the consortium after the third annual report appraisal round.

Phase 3 July 2012 to March 2014. In line with the MTR which pointed out an imbalance between core management tasks associated with support to programmes and monitoring the progress of the portfolio[32], resources for portfolio monitoring and learning were significantly increased for the Phase 3 contract. Learning inputs dramatically increased for added depth in portfolio monitoring and reporting and included 517 days to cover the production of a learning and impact strategy and the development of various learning products.[33]. See the Effectiveness of Learning section (Section 7).

47. Crucially different to other DFID funding mechanisms, for example PPAs, the CSCF and the GPAF, management of the GTF was entirely out-sourced. All the technical and financial aspects of fund management, including quarterly disbursements of funds were handled by the FM. This is in contrast to the CSCF and the GPAF where disbursements are made by DFID, and the PPAs which are managed entirely in-house (with the exception of evaluations which are managed by Coffey International). The decision to entirely outsource was taken partly because of the 2005 – 2008 Gershon efficiency targets which imposed administrative budget constraints on DFID. The GTF also differed from other funds in that it was the first to be open to southern CSOs.

48. The MTR in 2012 identified several areas of concern. In particular it a) was critical of weak M&E in programmes and at GTF level; b) pointed to the GTF needing a more proactive approach to risk management across all programmes and resolving emerging risks; c) was critical that management costs were not adequately assessed for value for money; and d) pointed to the need for a more targeted approach to capacity building focusing support towards poorly-performing programmes[34]. In its management response the FM agreed to address all the recommendations[35]. The first three points were included in the ToR for this End of Programme review. In the view of the review team, some progress was made towards all these points, but none of these issues was fully addressed or to the satisfaction of DFID. Why this was the case is discussed in the appropriate section of this review.

49. It seems at odds with GTF good MTR and FER practice[36] that the DFID MTR was undertaken by the GTF design organization (DFID) and without interviewing the implementing organization, the FM, or a previous principal member of the consortium, Triple Line.[37]

4.2 Proposal and annual review process

50. A total of 441 concept notes were received in June 2007, 272 of which progressed to proposal stage. DFID country offices were not involved in the screening

of concept notes, but copies of proposals were sent for comment on feasibility and the degree of alignment with DFID country programmes. Given the high level of demand for the GTF, the level of funding was increased to £130m in January 2008. The FM scored all proposals which were then reviewed by DFID. A total of 23 were ranked A, and these were automatically recommended to DFID for funding, and 86 were ranked C and were not recommended for funding. Most of the selection process focused on the 65 B+ and 98 B- proposals. In total 38 proposals were selected by DFID to ensure a geographical and thematic spread of programmes, and to include southern GHs.

51. The fact that 224 proposals were rejected poses a question about whether too many concept notes were allowed through to proposal stage. A lot of proposals were below standard[38] and it appears stronger screening of concept notes would have meant fewer CSOs preparing proposals which would be turned down, and reduced appraisal costs and improved efficiency under VFM.

52. Concept notes and proposals were not required to provide an assessment of VFM. Proposals did not require a comparison of alternative means and costs of reaching the same results[39] and budgets could be in almost any format. This all made the task of responding to DFID's future interest in demonstrating VFM difficult.

53. The FM review processes of GH reporting focused on financial due, technical advisory support, in particular for logframe development and M&E, and learning. Notably the FM introduced due diligence procedures at the outset for GHs, and for southern GHs this was undertaken by local FM offices. Subsequent financial checks included the review of quarterly financial reports, review of annual financial reports, verification of a sample of receipts from 15% of programmes, and review of annual audited accounts. Where there was suspicion of financial mismanagement, DFID had the right to request an independent external audit or terminate funding to any organisation. A review by RSM Tenon of GTF 086 IDASA ordered after a partner complained about lack of payment in November 2012, identified several areas of concern and the FM refused to transfer further funds until matters were satisfactorily resolved, which they were not. IDASA entered court-ordered liquidation proceedings in April 2013.[40]

54. Review processes to strengthen capacity building of GHs and their partners included:

- The introduction by the FM of inception reports which picked up weaknesses and provided GHs with an opportunity to strengthen their logframes before going deep into programme implementation. Length and time restrictions for completing proposals had limited the original amount of detail in programme logframes and M&E[41]. There were serious reservations about two GH inception reports, and another six had submitted poor quality inception reports.[42]
- The requirement that GHs with several partners had to develop their programme logframes in a participatory manner.
- The development of the GTF logframe to encapsulate results across the overall portfolio. One of the key lessons learned is that had a GTF logframe been in place at the start this would have helped GHs structure their activities within the CAR framework and facilitated the design of more systematic portfolio monitoring.[43]
- The development of standard assessment report templates, informed by experience from other funds, for annual reports, MTRs, FERs and PCRs.
- Capacity building advice, most of which was done by email and telephone to GHs in the UK. But in the early years some face-to-face meetings were held with GHs

in the UK, Liberia, Palestine, South Africa and Zimbabwe providing tailored support and mentoring in report preparation and logframes. Visits to Liberia and Palestine programmes were piggy-backed onto other work at little or no cost to the GTF, and visits to programmes in South Africa and Zimbabwe took place around a learning workshop held in Johannesburg.

55. The systematic use of the red/ amber/ green (RAG) rating was used to flag programmes which had issues to resolve at the moment of the rating. This allowed the FM to track the progress of GHs from year to year in the GTF. Table 1 below presents this movement. In the early years the RAG rating was also used to identify where GH capacity building support, most often with logframes and M&E, was needed.

Table 1: RAG ratings allocated to GH reports[44]

	Green – completely or largely achieved, very few or not shortcoming	**Amber** - only partially achieved, benefits and shortcomings balanced	**Red** – very limited achievement, extensive shortcomings
Inception Report	13	19	6
Annual report 1	26	5	7
Annual report 2[45]	20	13	4
MTR	19	10	4
Annual report 3[46]	21[47]	12	3
Annual report 4	20	11	4
PCR	23	12	2

56. The ARS has been used to assess overall progress including: contributions to the global GTF logframe[48]; whether the programme was on schedule; quality of the logframe; the programme's judgement of risk and mitigation; assessment of internal issues relating to management and partnerships, and whether issues raised in previous feedback had been addressed. Report assessments also pulled out useful learning from reports.

57. Performance monitoring of the 12 sample programmes did lead to, as would be expected, programmes with red and amber ratings having their funds cut or repositioning themselves – GTF 086 IDASA, GTF 088 NASCOH and GTF 309 Living Earth Foundation[49]. As can be seen from Table 2 there was an improvement in the score over the years, with a substantial green category by the end of the programme. Table 2 below sets out the final end of programme score for the 12 sample programmes.

Table 2: Final RAG scores of the 12 sample programmes

Green	**Amber**	**Red**
GTF 044 PTF	GTF 088 NASCOH	GTF 086 IDASA
GTF 077 BBC Media Action	GTF 163 EISA	
GTF 142 ODI	GTF 170 SFCG	
GTF 158 Oxfam GB	GTF 309 Living Earth Foundation	
GTF 361 GNP+	GTF 312 Zimbabwe Human Rights NGO Forum	
GTF 422 PRISMA		

58. ARS scores were questioned on several occasions by the FM based on the evidence provided by the GH. A minority of cases were conservative in their scoring, but in most cases where questions were raised the issue was somewhat inflated assessments of progress that were not well substantiated to support the score[50].

59. The annual report structure contains sections on programme management and M&E which allow summaries, but do not require analyses of contributions to results. However in the 12 sample programmes discussion in the management section tends to be about implementation containing not much more than descriptions of activities. The M&E section tends to focus on structures and mechanisms of reporting (as implied in the section heading).

60. GHs varied considerably in the quality of reporting on activities and some focused specifically on activities and achievements, for example GTF 077 BBC Media Action and GTF 361 GNP+ which communicated to the reader a link between activities and results[51], and GTF 170 SFCG which in at least one annual report M&E section presented survey results of achievements[52].

61. In the view of the review team, CSOs in receipt of DFID funds should be asked explicitly to report on contribution to results in annual reports, MTRs and FERs. They should also report on the strength of evidence and the report format should include headings specifically for assessments of contribution and of evidence. (See recommendations in Section 10). This should complement achievements in the logframe with more rigorous and robust evidence to support these achievements. Improvements in reporting might also depend on better quality logframes. The review team is aware that additional inputs would have been required by the FM to achieve these improvements in reporting (see Section 4.5).

4.3 Evaluations

62. FERs were required of all programmes of over three years in length. Ten were carried out in the 12 sample programmes: GTF 163 EISA was closed down after only three years to avoid threats of working through a period of elections and GTF 086 ended early when IDASA went into administration.

63. Evaluations were reporting progress against programme logframes, which were not the same as the GTF logframe, and which did not nest with the GTF logframe. An evaluation of programmes against the GTF logframe would have required a separate process centrally commissioned and managed.

64. A standard template for FERs using DFID guidance[53] was used by all GHs in the preparation of their ToR. This was issued in 2009 before demand for evidence of impact started to increase in DFID in the second half of 2010. Therefore, the template does not go as far as to require evaluators to track contribution to results, although it directs GHs to instruct evaluators on what evidence they should look for to support constructive findings, which points to an evidence-based approach to evaluation.[54] The extent to which this was done in practice varied, and to what extent this was because of the quality of the evaluation or because of time constraints is unclear. Many of the evaluations proved to be substantial; certainly all of those in multi-country programmes had a lot to cover in a limited time.

65. The quality of the10 evaluations in the 12 sample programmes varies considerably. FERs which stand out as good/strong are those for GTF 064 PTF[55], GTF 077 BBC Media Action[56], GTF 142 ODI[57], GTF 158 Oxfam GB[58] and GTF 170 SFCG[59]. GHs had some flexibility to decide on the format and content according to what was most appropriate for their programmes. Nine of the 10 sample programmes' FERs followed the suggested structure, with all giving different emphases to various elements. Notably, a very uneven section was that on VFM. Most were explicit or

implicit in discussing the difficulties of assessing VFM and it appears that more guidance on this would have been welcome[60]. In brief a) some referred to economy in delivery and results in terms of capacity building[61]; b) one asked whether the same results could have been obtained for less[62] (efficiency); c) one media programme assessed implementation costs per capita reach[63] (efficiency); d) one referred to a weak linkage between the budget and the logframe which made it difficult to track expenditure against outputs and outcomes[64]; e) another referred to weaknesses in M&E which meant it was unclear if all the outcomes had been achieved[65]; and f) another simply pushed against suggested evaluation requirements and said that a detailed examination was not possible given lack of data [66].

66. In general the FERs of the 12 sample programmes are weak on VFM and the annual reports and PCRs are also poor. There are occasionally good reports on economy and GHs seem to understand cost drivers and were able to provide examples of cost savings. This finding is also true of the GPAF[67] and the PPAs[68]. It seems inescapable that VFM assessments are poorly done throughout the international development sector. The difficulties in providing CSOs with simple tools to carry out VFM assessments are compounded by a lack of commitment and, perhaps, a lack of belief in the usefulness of VFM assessments.

67. It has proved difficult to assign monetary values to benefits, although there are some cases (e.g. new budgets, anticorruption savings) where it is relatively easy. Cost per beneficiary calculations in the 12 sample programmes vary from £0.33[69] (improved drug treatment) to £2,214[70] (supporting people with disability to obtain high office) which highlights the need to augment such calculations with some arguments about value.

68. Given the suggested terms of reference for the FERs and weak M&E it is not surprising that most of the evaluations do not rigorously track contributions to results. In general evaluations relied on existing knowledge and documentation of GHs and their partners. A significant exception to this was the media programme GTF 170 SFCG which undertook its own survey[71]. Where GHs have MSRs they were used to demonstrate the effectiveness of the programme. Some of the 10 sample FERs presented a strong link between activities, results and outcomes (for example GTF 044 PTF[72] and GTF 077 BBC Media Action[73] and GTF 170 SFCG[74]). Two stated that it is not always possible to attribute changes directly to the work of a programme, partly because partners have other projects working on the same issues (GTF 158 Oxfam GB[75] and GTF 312 Zimbabwe Human Rights NGO Forum[76]). Another pointed out that outcome mapping could be used to track cause and effect (GTF 142 ODI[77]). Another ToR specified contribution analyses (GTF 361 GNP+[78]), although these were not carried out.

69. By the stage of independent evaluation, two years after stronger evidence-based results were recommended, the FM could have required evaluations to identify contribution to results by working with GHs and their partners through, for example, using elements of outcome mapping.

4.4 Partner engagement and communications

70. Most of the partner engagement and communications focused on financial accountability, and the provision of technical advice and learning. These are inter-related and are discussed in the learning section. Partner engagement and communications with respect to financial accountability and support are discussed in

the Financial Management section. This section will discuss the responses of the on-line survey of GHs to the question *What additional support would have been most useful to you during the GTF?* In total 28 GHs responded. Full survey results can be found in Annex 11.

71. Overall, the responses point to a demand for more partner engagement and communications than the GTF was set up to provide. Demand was highest for more contact with other GTF programmes in country (22/28), more advice from governance experts on working with authorities (22/28), more contact with GTF programmes in other countries (21/28), more support with assessing VFM (20/28); and more advice from governance experts in working with citizens (20/28).

72. Perhaps surprisingly, fewer than might have been expected, given the struggle with monitoring and reporting contribution to results, wanted more guidance on monitoring (18/28). This is possibly an indication that GHs believe that they have in practice more observed evidence of contribution to results than the FM or DFID think they do and therefore an issue is reporting. Here a question on tracking and reporting on contribution to results might have been more illustrative. Only slightly over half (15/28) wanted more programme visits from GTF managers.

73. Although the survey did not ask about the quality of partner engagement (it was focused on learning and communications), respondents were generous in accompanying qualitative comments to all the questions; and there is little in the comments to suggest that partner engagement was lacking in quality. Indeed, GHs seem to have gained a lot from the GTF in terms of experience and learning. In the fifth annual report survey, the FM reports that 16/18 respondents (89%) rated access to the FM as the top aspect that has worked well with the GTF Fund Manager.

4.5 Reporting arrangements

74. After the submission of concept notes and proposals, reporting arrangements for GHs centred round quarterly activity based budgets, annual narrative reports of progress, a MTR and a PCR which included the FER. Overall reporting arrangements themselves were satisfactory, and indeed the introduction of due diligence procedures was subsequently followed by DFID in the PPAs[79]. This section will focus on the FM reporting on the portfolio.

75. GTF portfolio reporting included quarterly financial progress reports, annual technical and financial progress reports; coordination meetings with DFID and GHs; a retro-fitted GTF logframe based on the CAR framework which the GTF PCR will finally report against; two international learning meetings, and two regional thematic meetings (which are discussed in the learning section). In addition DFID undertook the internal MTR and commissioned this independent End of Programme review.

76. Annual reporting on the GTF was fraught. DFID feedback on annual reports and the minutes of quarterly meetings in 2012 denote a less than comfortable relationship. Learning had focused on activities rather than, for example, analyses of what had been achieved in what context or what had not been successful and why. In the Phase 3 contract, DFID adopted a more forceful and hands-on approach and called for a step-change in management, including improved learning on results and assessments of the effectiveness of the GTF.[80]

77. In the view of the review team, had the FM been in a physical position to have had greater ease of access to the debates around DFID policies and practice, it would probably have had a fuller and more informed sense of DFID's agenda and expectations, which would have enhanced communications and the quality of learning in the GTF. This applies in particular to DFID's expectations around GHs delivering evidence of results/ impact and value for money.

5 FINANCIAL MANAGEMENT

5.1.1 Financial management assessments

78. The GTF has pioneered the use of due diligence assessments which involved assessments of a range of factors including: published accounts and management capacity in terms of recent turnover, staffing levels and the intended scope of the proposed programme. The work was supported by the FM staff in-country. The FM has a specific competency in being able to draw on accountancy staff in a wide range of countries and more might have been made of this for supervisory purposes and capacity building. As mentioned in Section 4.5, the assessments of due diligence have been standardised and used in management by DFID of other global funds. The outsourcing of this function is questioned by ICAI, because according to their report[81], it results in weakened learning within DFID on CSO capabilities even though the contractor was doing what had been intended.

79. Annual Audited Accounts, consolidated to make GTF funding explicit, were required of all GHs and reviews of vouchers carried out on a sample of GHs at regular intervals. DFID provided guidance on the audits but FM staff were uncertain about the requirements and conformity with existing UK or international standards, and therefore about the necessary time and resources to be invested[82]. GTF annual reports do not contain a simple summary of the results of the Annual Audited Accounts.

80. GHs give very strong positive scoring for the feedback received from the FM on financial elements of their 4th and 5th annual reports.[83]. The feedback was valued and probably contributed to improved competencies in financial management among GHs.

81. The only difficulty reported was the failure of GTF 086 IDASA (see Section 4.2) and a review led by the FM reported that *better procedures for verifying receipts and supporting documents*[84] would reduce risks. The same review made a number of other recommendations for standard budget formats, more specific audits and more detailed funding requests. In another of the 12 sample programmes an audit was called for, which identified no malpractice and no losses occurred[85]. Given the level of financial competency in many development CSOs, the review team find these reports of difficulties unsurprising.

5.1.2 Forecasting

82. The feedback from DFID on annual reports required increasingly accurate forecasting with a target of 10% required in 2012 and 1% in 2013.[86]. There are clearly significant difficulties with managing the forecasting capacity of a wide range of GHs. All the GHs underspent, some by very great margins, in their first and second years[87] of operation, and difficulties are greater around holiday periods and annual reporting dates. An overview of forecasting is provided in the fifth annual report[88] and although forecasting is fairly good for most reporting periods and improved over the life of the fund, it falls short of treasury standards and levels negotiated with DFID on a number

of occasions. One problem hinted at[89] but not addressed is GHs' failure to appreciate the importance of accurate forecasting. DFID might have been less dissatisfied if there had been better reporting by the FM on its efforts to improve forecasting, and of the root causes of the difficulties in improving accuracy[90]. A proposal to assess the performance of the worst performing GHs[91] was not mentioned in later reporting.

5.1.3 Overall financial management

83. DFID is taking a lead in requiring improved performance in a wide range of areas of programme and financial management in the international development sector where mixed levels of competency has included some relatively poor performance. It would be helpful to future management and evaluations if DFID could improve the clarity and uniformity of the standards that it requires in different areas of financial management. It seems that improvements in GH performance can best be achieved by a mixture of support and stricter enforcement of quality standards which are known from the outset.

84. In the case of financial management the FM seemed to be well placed to support some targeted GHs with hands-on support from local offices, partly to improve the GHs' financial performance and partly to provide learning on how performance can be improved. Resources could have been diverted to local offices for this and the learning might have been as valuable as the improvements in performance.

6 PROGRESS AGAINST THE GTF LOGFRAME

85. The review team's overall assessments of progress towards the GTF objectives are based on: assessments of the quality of evidence available at the level of the GTF; assessments of the use of indicators and assumptions and on the overall logic of the logframe.

6.1 Assessment of the quality of evidence

86. The review team has collected evidence largely from documents from the 12 sample programmes and this evidence is presented in annexes to this report. This report will make reference to the annexes in order to justify specific observations.

87. Evidence available to the review team provided by the GHs includes annual reports, PCRs, short articles and MSRs. The reports are constrained by structure and do not cover all the findings on progress[92]. The short articles tend to provide similar information. The MSRs contain additional information on context and reflection on processes which constitute additional evidence. There is corroboration of the observations made by the GHs in the MTRs and FERs which are provided by external consultants. The annual reports from the FM provide summaries of information from the annual reports that relate directly to the overall logframe and additional information on changes that do not fit comfortably with the different categories of change defined in the logframe. Country visit reports provide some corroboration of findings of achievement but these are mostly framed as assertions that are not backed up by reported observations.

88. The assessment of evidence of progress at GTF level is made more difficult by significant problems with aggregation and with attribution. These issues are discussed in the Logframe and Theory of Change section. Overall, the different sources of information add up to a reasonable body of evidence with a small number of cases[93] appearing quite strong among a large mass of limited quality. The strength

of evidence of progress is increased by the nature of reporting, especially on indicators of strengthened capacity, which often includes observations of achievement of higher level changes.

6.2 Progress towards impact objective

89. Impact level indicators are based on indices developed by international organisations that provide a score at national level[94]. Changes in the indicators are observed between 2008 and 2014 for ten countries where there has been more GTF activity[95]. Trends in the indices for the selected countries from 2008 to 2011 are discussed in the FM annual report for 2011/12[96] in order to cite the observations on final scores at the end of the GTF, but it is frankly acknowledged that it will be hard or impossible to attribute change to the work of the GTF[97].

90. The indicators were selected in discussions between the FM and DFID and it is common practice to use national level multi-component indices[98] as indicators at impact level, perhaps partly because current protocol is that programmes are not held responsible for achievements at that level. The uncertainty over whether or not the indices will show significant changes over the GTF duration and the impossibility of determining the GTF contribution to any observed changes mean that the indicators cannot do more than be a starting point for discussion of changes in governance at a national level.

91. There is better evidence of progress towards the impact objective in the reporting at outcome level where *strengthened civil society* is demonstrated in many places by observations of this leading to improved governance. Using the international indices represents a missed opportunity for demonstrating the effectiveness of the GTF and maybe this is the most important issue to result from the weaknesses in the logframe, as discussed in the Logframe and Theory of Change section.

6.3 Progress towards the outcome objective

92. *Strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions - at different levels in the governmental system*

93. **Outcome Indicator 1** is the Voice and Accountability index which is one of the Worldwide Governance Indicators of the World Bank and could have been applied at impact level. It suffers from the same issues of attribution as the other indices at that level[99] although this is less critical at outcome level since progress is also assessed by three other indicators where attribution is not a serious issue.

94. **Outcome Indicator 2** – *Number of CSOs with significant and sustainable improvements in their capacity to demand improved governance and transparency*.

95. This is one of the key areas of work under the GTF and provides a relatively simple source of evidence and attribution as many of the GHs are working with partners whose capacity they work directly or indirectly to improve. Capacity building of CSOs by CSOs is an area where there is considerable experience in the international development sector.

96. It could be argued that stronger CSOs mentioned in this indicator do not necessarily equate to a stronger civil society, but the four outcome indicators taken

together make an adequate composite assessment of some of the key elements of civil society relevant to the purpose of the GTF.

97. The 12 sample programmes in this End of Programme review provide a range of evidence of CSO capacity being improved and the logframe indicator target has been comprehensively achieved. Examples include: farmers' cooperatives[100]; motorbike bike taxi riders union; forest user groups[101]; agencies producing radio programmes[102]; local broadcasters[103]; disabled peoples' organisations[104]; HIV/AIDS networks[105]; political parties, regional network organisations, advocacy and campaigning groups[106] and large numbers of more generalist CSOs.

98. The indicator specifies increased competency to demand improvements and sustainability of the increased capacity. The review team is satisfied that the improvements reported in the sample projects satisfy the indicator. There are questions raised in some cases over the sustainability of the results[107] but even discounting these results leaves a huge incontrovertible mass of achievement in terms of raised capacity of CSOs.

99. **Outcome Indicator 3** – *Number of instances that demonstrate CSOs contributions to sustainable improvements in key aspects of good governance*. This indicator was added to the logframe in 2013 and brings together a range of different observations on successful contributions to improving governance that can be attributed at least partially to the work of the CSOs.

100. The 12 sample programmes provide a wide variety of instances of improvements in governance including, for example: reduced corruption, the return of misappropriated funds to the public purse [108]; improved delivery of essential medicines; improved treatments for people living with HIV/AIDS[109]; better protection under the law[110]; and many other examples in other aspects of governance.

101. **Outcome Indicator 4.** *Number of people supported to have choice and control over their own development and to hold decision makers to account*. This is a standard DFID indicator[111] which was introduced in 2013 and analysis of the data has not been completed at the time of writing. It is not clear if the numbers are to be calculated on the basis of people who have been supported in all three areas of choice and control and holding decision makers to account or if support in any one area would be sufficient to be counted. Our understanding is that the numbers involved are so far in excess of the target that the precise method of calculation is not likely to be important in terms of reporting against the logframe.

102. The 12 sample programmes again provide a wide range of results that alone would satisfy this indicator including: marginalised groups and women more generally; women able to take office, girls able to access education[112]; people influenced and supported by exposure to media broadcasts[113]; people with disability taking part in elections, or taking up positions of authority[114]; citizens helped to register for benefits[115]; and many other types of support and successful changes in governance.

103. The indicator does not require proof of improvements as a result of the support but it is clear from the reporting from GHs and evaluators that benefits have been achieved in a wide range of circumstances. The performance of the GTF is beyond question according to the satisfaction of the target for this indicator. Aggregated numbers of people who have been supported can be useful for

accountability purposes but the nature of support and the consequences of support are so different in different contexts and programmes that the numbers do not provide learning that is helpful in assessing impact or identifying ways to manage governance programmes.

104. The reporting of evidence to satisfy the three outcome indicators is (as mentioned in Section 6.2) in many cases, evidence of success at impact level and despite the risks of double-counting the review team finds the evidence convincing.

6.4 Risks and assumptions

105. Assumptions were restricted to logframes and were not a mandatory element of annual reports and are reported on below at output and outcome levels. GHs were obliged to develop risk registers, including measures to mitigate risks, in annual reports. Risk was clearly a topic of concern to GHs and it was discussed in the first GTF learning meeting in September 2010[116].

106. Annual reports were routinely assessed by the FM for risk levels and accorded a RAG rating[117]. However, the MTR recommended a more "*proactive approach to risk management*[118]" to move away from the bland repetition of risks and mitigation measures in GH reports which were not being updated or providing learning on risk management.

107. The FM was asked to develop a risk management strategy as part of the response to the MTR and a strategy was produced in November 2012[119]. At the same time a review of political risks was carried out and five examples from GHs' programmes were examined in terms of potential reputational risk to DFID[120]. The DFID response to this document was that political risks needed to be addressed[121] and a large review of risks and assumptions was provided by the FM as a major part of its fifth annual report[122]. In 2013, the FM was specifically asked about the reputational risks that might be posed by the GTF-funded activities in Zimbabwe and replied explaining the close involvement of the DFID office and the overall low levels of risk.

108. Overall, the review team find the FM response was not able to achieve the proactive approach to risk management that the MTR had recommended in that it largely consisted of inventories of types of risk and potential means of mitigation. The additional detail and specific examples are interesting and potentially useful when considering future funding in areas of governance. The scrutiny of annual reports for overall levels of risk continued.

109. However, a significant gap remained between the paper exercises carried out by GHs in completing logframes and risk registers and the actual management of risk that they were carrying out on a daily basis often with considerable skill and agile and sensitive manoeuvring. In one of the 12 sample programmes programme staff were repeatedly arrested and summonsed to appear in court (although never charged) and were able to carry out programme activities fairly successfully. The review team is convinced that this example demonstrates immense capacity to judge and mitigate the risks to the programme and that high levels of risk management were going on in other GTF programmes in contexts of political insecurity and uncertainty. Overall GHs manage these risks well and also manage the disconnect between their risk management activities and their reporting on risk registers and logframe assumptions.

110. At GH level, the review team concludes that the greatest risks were probably from poor financial management. At GTF level the greatest risks are related to the delivery of evidence of results and of learning. The FM rightly put efforts into these areas probably at the expense of trying to improve the quality of reporting on risks especially since it was also trying to improve GH reporting on results and value for money.

6.5 Assessment of the use of assumptions at outcome level

111. In the experience of the review team, assumptions are generally poorly used in programme management and in evaluations, and it may be unrealistic to expect high levels of attention to be paid to the assumptions in the GTF where the logframe itself, partly because of its late introduction, has not played a central role in programme design and management. The word *assumption* hardly appears in the first three annual reports except at the head of the appropriate column of the logframe and not at all in the second annual report. In the last year of the GTF, DFID requested much greater reporting against assumptions in the fund level theory of change and discussion of where assumptions had been tested[123].

112. The **first assumption** *political stability and absence of violence* is fairly common in governance programme logframes and appears in various formulations in GTF programme logframes. It seems a necessary assumption although the GTF programmes working in conflict affected states seem to have had relatively few difficulties caused by violence. In Pakistan, the Oxfam GB programme was able to operate effectively perhaps partly because of being locally managed and operating at local levels. The PCR observes that sustainability of impact was no less in fragile states than other places[124]. Harassment of programme staff and of Human Rights Defenders was a problem in GTF 312 Zimbabwe Human Rights NGO Forum[125], which is not explicit in this assumption although the threat of violence is perhaps implicit. These examples suggest that the assumption was necessary but that it held in most circumstances so that overall progress at fund level was not significantly affected by situations in which it did not hold.

113. The **second assumption** is that *CSOs are able to work in synergy with other governance reform efforts.* This assumption held in many cases and demonstrated its appropriateness in a small number of situations where planned alliances did not work out as intended[126] and where the development of partnerships took much longer than originally anticipated[127]. This is an important assumption and should have been referred to.

114. The **third assumption** at outcome level is that *increased demand for accountability from citizens will stimulate increased responsiveness from government.* This is a restatement of the theory of change and its failure to hold would be a serious, possibly fatal, blow to the logic and the performance of the GTF. The assumption attempts to bridge the logic flaw in the logframe and is validated by the observations of better governance that have already been recorded at outcome level. This includes observations of short term impacts like reduced corruption and better service delivery but does not include longer term changes.

115. The assumption is also useful to the extent that it draws attention to the question of responsiveness of government and this is relevant to a number of GTF programmes which were adjusted or reoriented in response to situations in which

responsiveness was found to be lacking or assessed as being insufficient to bring about meaningful results.

116. The FM has supplied the review team with evidence of ten GTF programmes which changed or reduced their target countries. It is not the case that all these modifications were due to finding lack of responsiveness. Some were clearly due to over-optimistic proposal writing. However, government responsiveness was an element of some decisions to relocate and that is sufficient to validate the assumption as a useful component of the logframe. The decisions of GTF 077 BBC Media Action to stop working with state broadcasters may be the best test of this assumption in that work was started and the lack of responsiveness led to the decision to seek out other ways of working[128].

117. Overall it would be more satisfactory to have more robust logic in the logframe and an assumption relating to the responsiveness of authorities, usually government.

6.6 Progress towards the output objectives:

118. Before looking at evidence at output level, it may be useful to look at a weakness in the final logframe which makes it possible to include certain observations in a number of different places. For example - work to reduce corruption might be recorded under output 4 *strengthened CSO engagement in the fight against corruption* and also under outcome indicator 2 *CSOs with [...]* improvements *in their capacity* and, where successful, under indicator 3 *CSO's contributions to improvements in [...] governance* and under indicator 4 *people supported to hold decision makers to account.* The FM has assigned observations of results to the logframe in its annual reporting and the review team is guided by this categorisation and has tried to avoid double-counting of results.

<table>
<tr><td colspan="3">Output 1 Capability: Leaders and Governments are better able to perform such functions as providing stability and personal security, setting rules, putting policies into practice, delivering social services and controlling corruption.

This output and output 6 are the two outputs that examine work more directly focused on supply side in which the authorities are helped to be more capable in providing services, support and protection for their citizens. One indicator looks at financial provision and another at skills of officials.</td></tr>
<tr><td colspan="2">Indicator 1
Instances of budget allocated to public services and good for vulnerable or excluded groups.</td><td>The 12 sample programmes provide examples of improved budget provision including: disability budgets[129]; farmers' cooperatives; traditional authorities[130]; women's priorities[131]; spending on health services and medicines[132].</td></tr>
<tr><td>Indicator 2
Number of officials trained</td><td colspan="2">Overall there is less work in the areas of strengthening capabilities of authorities although the 12 sample programmes provide evidence of training and support provided to a range of people in authority including: district councillors[133]; chief police officers; police officers and civil servants[134]; traditional leaders, prison officers and MPs[135].
The indicator should be accompanied by an assumption that training leads to increased performance and some, perhaps qualitative, evidence to support the assumption. In fact, the reporting in some cases provides its own justification of the results of the training even though it is not presented in the form of demonstrating an assumption in operation.</td></tr>
<tr><td colspan="3">The review team finds the evidence satisfactory under both indicators for this output.</td></tr>
</table>

<table>
<tr><td colspan="2">Output 2: Accountability - Increased access by citizens to the decision making processes of government, parliaments or assemblies and increased impact of citizens on said processes</td></tr>
<tr><td>Indicator 1 – Number</td><td>The 12 sample programmes included reports of documents made available</td></tr>
</table>

of key information documents available to the media and public in a timely manner throughout budget/policy cycle	in different sectors including: work designed to influence national HIV/AIDS action plans[136]; disability policy [137]; implementing the Maputo Protocol[138]; respect for human rights[139] and large numbers of similar products either intending to influence policy or inform on services that should be provided by the authorities[140]. The evidence collected under this indicator is focused on document produced or supported by the GHs not information being made available by the authorities.
Indicator 2 – *Number of women empowered through collective action in associations, self-help groups.*	The Raising Her Voice programme including school girls; local councillors, women's group leaders; low caste women and CSO staff raising the power of tens of thousands of women[141]; women in traditional authority positions [142]; women living with HIV/AIDS[143] and women supported to take on representative roles[144]
The review team is satisfied that the evidence is compelling for both indicators despite the uneven contribution of the programmes to the two different indicators.	

Output 3 Accountability – Increased respect for human rights, the rule of law and a free media by governments at different levels.	
Indicator 1 *Incidences of media coverage of governance issues*	Two of the 12 sample programmes focused on working with broadcast media and were effective at raising competencies in broadcasters and in influencing the opinions and behaviour of audiences. The scale of the reach of broadcast initiatives is huge and material can be rebroadcast by the same and new broadcasters.[145] A range of other programmes within the sample used the media as an addition to their other activities, for example, regular access to national media[146].
Indicator 2 *Numbers of trained journalists*	Training was provided to: journalists, staff of community radio stations.[147] Radio and television producers and editors and these results are considered separately from the capacity strengthening that was provided to technicians and operators[148]. The indicator should have been accompanied by an assumption that training leads to better performance.
The indicators under this output relate only to support to the media and influence of the media and appear to be neglecting the mention of human rights and the rule of law. However, the review team is satisfied that the evidence relating to the indicators is satisfactory.	

Output 4: Accountability - Strengthened CSO engagement in the fight against corruption	
Indicator 1 *Number of corruption cases registered with ALACs*	The ALACs are a tool used by Transparency International across its multi-country programme but this indicator was not used in assessing results from the other GHs.
Indicator 2 *Number of corruption cases registered by CSOs with particular reference to poor people.*	One of the 12 sample programmes focused on anti-corruption work and had considerable success not only getting cases registered but acted on and resolved. This included work on health including access to medicine, tendering for construction work, education, social security payments and other areas[149]. Other programmes had individual successes[150]
The review team is not clear about the original plans for use of the ALACs as a way of assessing anti-corruption work. The work done under the GTF on anti-corruption has had undeniably significant impacts.	

Output 5: Responsiveness - Increased opportunities for people to influence and determine policy and legislation	
Indicator 1 *Evidence of the state's ratification of relevant international conventions affecting human rights particularly those that affect poor people.*	The only example in the 12 sample programmes could be the ratification of the Maputo Protocol in two African states although the contribution of the GH is not very clear. The protocol requires states to protect the rights of women and remove discrimination against women under law.
Indicator 2 *Number of instances where influence has been exerted on policy or regulations*	The second indicator is met by a large number of observations in the 12 sample programmes which include work on policies relating to: education, health, protection from violence, inheritance, legal rights, electoral representation, access to legal services, anti-corruption and disability. There are many examples under this indicator which influence several sectors at the same time.

	The indicator should be supported by an assumption that influence leads to better policies and some evidence from cases where better policies have in fact been enacted. Again the reporting often includes observations on changes in policy alongside the evidence of having had influence.
The review team is uneasy about the uneven role of the two indicators in providing evidence for this output but the mass of evidence under indicator 2 supported by observations of results in better policies are convincing.	

Output 6: Capability - Improved implementation of the policies that are designed to meet the articulated needs and provision of services and public goods for vulnerable and excluded groups	
Indicator 1 The number of people who will be affected by changes in policy and practice that improve delivery of services and public goods: primary school enrolment; Improved access to water and sanitation; Improved HIV/AIDS, reproductive and general health services; improved judiciary system.	As with output 1 there are relatively few observations in this supply side indicator but the 12 sample programmes contain examples including: access to social security benefits[151]; access to legal services[152]; improved water and sanitation services[153] and access to a range of services as a result of correct registration as citizens in a number of other programmes. The cases are not numerous but each case tends to affect large numbers of people.
The review team is satisfied by the quality of evidence under this output largely because the nature of engagement of the GHs means that they are able to report on the efforts to improve service provision and the effects of improved provision through their contacts with the affected populations.	

6.7 Assessment of assumptions at output level

119. The reporting on progress towards the logframe objectives mentions a number of cases where assumptions might have been useful in demonstrating the appropriateness of various proxy indicators. The logframe contains six assumptions at output level but it seems invidious to assess them in much detail as they, in common with most assumptions in most logframes in international development, are largely ignored.

120. There are several assumptions that focus on the context being adequately receptive to governance work including: the extent of restrictions on civil society and on the media; effective functioning of government bodies in terms of oversight and policy making. These are equivalent to the assumptions in earlier drafts of the logframe relating to government representatives being willing to engage with civil society[154]. The GHs working in media largely had positive experience of the levels of media freedom but the attempt to work with media in Tanzania was abandoned because of a lack of flexibility in a state broadcaster[155] which validates the assumption being in the logframe.

121. There is one very pertinent assumption that GHs can *manage partnerships effectively* and this could have been invoked in cases where GHs were not able to draw together partnerships[156] and where partners failed to discharge programme or administrative functions[157].

122. There is an interesting assumption that *citizen engagement is not discouraged by lack of government response*. This unfortunately is not discussed in the annex to the GTF fifth annual report which is devoted to assumptions[158]. In fact, it is very unlikely that the GHs or the FM would have collected observations specifically in order to report against this assumption. However, a discussion of how GHs manage failure to get responses from government or, more interestingly, how they cope with reverses would be illuminating for people working in governance programmes.

6.8 Relevance of objectives to decision makers

123. The review team takes the phrase *decision makers* to refer to three different groups of people in positions of authority: in government; working for DFID; or working for CSOs. In all three cases, it is hard to imagine them not being concerned by the impact objective and interested in understanding the conditions under which governments become more capable, accountable and responsive.

124. The same arguments apply at outcome level. The ability of externally funded projects to strengthen civil society is a major concern for decision makers in government, in DFID and in CSOs. The ability of civil society to represent the views of citizens and to hold governments to account is also of passionate interest to decision-makers in each category. This remains true regardless of the vagueness of the phrase civil society as the intentions of the GTF are clear at outcome and impact levels.

7 EFFECTIVENESS OF LEARNING METHODS

7.1 Learning methods

125. Learning in this review is understood to include the experience and learning of GHs and their partners; learning as a result of the FM advisory inputs to programmes; learning between GHs facilitated by the FM; learning facilitated by GHs in self-directed working groups, and learning through the dissemination of GTF products (for example MSRs). Monitoring and evaluation is included because much of DFID's interest in learning is focused on learning to enhance results and value for money. Traditionally logframes and M&E have been weak areas of CSO work and reporting, and therefore areas which have needed (and could have been expected to require) an advisory input by the FM.

126. Major groups of learning products were learning papers prepared by the FM and the short articles and MSRs of GHs and their partners. Learning products of the 12 sample programmes are presented in Annex 9.

7.2 Changing programme demands

127. The time line in Annex 3 includes official learning events and papers produced by the GTF, and policy shifts in DFID which had major implications for learning in the GTF. Three elements stand out and are repeated here: two are features of the launch of the GTF - the absence of a logframe and the purpose being defined as *strengthened civil society,* and one change in the political environment; that is, the increased demands for evidence of impact and results-based management.

7.3 Advisory inputs: programme reports and appraisals

128. GHs reported to the GTF using the standard DFID annual report format, the narrative of which remained unchanged, but annexes were added in March 2011. The principal means of supporting GH learning was through the report appraisal process. The absence of one-to-one mentoring support between the FM and a GH meant that when policy shifted towards a stronger evidence based results approach, the FM was not well situated to take a stronger interventionist approach and insist that GHs weak in M&E strengthen their capacity and deliver evidence based reports. This had implications for DFID assessing the performance of the GTF, because without GHs presenting evidence in reports DFID could not know what the fund was delivering (its successes, failures or unintended results – serendipity) and therefore its VFM. See Section 10 for recommendations.

129. Had a stronger line been taken on the quality of logframes and the quality of evidence based reporting, it is quite possible that many GHs would have been at risk of losing GTF funding. Given the commitment of DFID to supporting civil society's engagement in strengthening governance and transparency, it is unlikely that DFID would have wanted this to happen. At the same time it is important to remember that the GTF was established with a capacity building focus, and that the increased drive for evidence based results and outcomes arrived when programmes were two years into implementation, and in general not geared up to the demands of rigorous evidence based M&E. There was therefore a sea change in expectations, which GHs were gently pushed into trying to meet. In the view of the review team, a letter to all GHs in the second half of 2010 setting out the implications of a policy change which DFID had to meet, and which therefore meant all CSOs in receipt of DFID funding also had to meet, would have more clearly set out the new obligations incumbent on GHs. In hindsight it appears that the FM, by not being tougher, was protecting GHs and their partners from the inevitable conformity to the need to provide better evidence of contribution to results.

130. The review team has read annual reports of the sample programmes and found it very difficult to know what a programme actually did: the technical data sections are not balanced with an analysis of programme achievements. The programme summary section at the start of the report frequently relies on re-iterating the intentions of the logframe rather than focusing on achievements. The M&E section has traditionally been used to focus on the mechanics of M&E, largely neglecting to track the role of activities in achieving results and analysing contribution to results. In the view of the review team, using the DFID revised logframe requiring baseline and milestone data combined with elements of outcome monitoring in M&E would support a shift in reporting towards evidence based tracking of results.

131. For the review team, the most useful reports for learning about what a programme actually did were the MTRs, the FERs, PCRs and in particular the MSRs. But the latter focused on specific projects, rather than the programme as a whole. More findings on learning (in particular from experience) were gleaned from the FERs, and these are an important learning tool for GHs. Their use for measuring the effectiveness of the GTF is constrained because they were assessing programme achievements against programme logframes and not against the GTF logframe. And programme logframes had not been developed with strong links to the GTF logframe.

132. The quality of MTRs and FERs varied across GTF, as did the response of GHs to these reports. In the 12 sample programmes there were 2/10 relatively weak FERs[159], and three were well over the stipulated 30 pages for the main body of the narrative (using Arial font size 12)[160]. There was no requirement for GHs to consult the FM on the quality and independence of the consultant, although some did seek approval. Evaluators however were required to follow standard DFID guidelines[161].

7.4 Country learning visits

133. A total of 10 country visits were made in 2010 (Palestine, South Africa and Zimbabwe), 2011 (Uganda, Sierra Leone, Ghana, Nepal, Tanzania and Peru) and 2012 (South Africa). The 2010 country visits had a stronger and timely focus on supporting capacity building in GHs, in particular M&E, than those which took place later. By the time programmes had reached their mid-term the predominant focus was on monitoring progress and ground truthing, with some work on logframes. These visits were considered important because up until that point most of the information

available to the FM was from programme self-reporting – although MTRs were starting to come in in 2011. It would appear that in the later visits in 2011 and 2012 an opportunity to work closely with GHs and their partners on strengthening M&E for evidence of contribution to results and tracking examples was lost. The visits were more of a supervisory nature than a technical support nature.

134. Roundtable meetings were held with GHs and partners at the end of each country visit which provided programmes with an opportunity to share and disseminate experience for learning.

135. Country visit reports corroborate GH's reporting on achievements, and indeed add some which had not been reported. But, on the whole, achievements are framed as assertions which are not backed up with evidence of results. Reporting on VFM is also poor - bland assurances of good levels of VFM are not supported by observations or evidence[162]. In June 2013 a decision was taken to discontinue overseas visits on the basis that their value had been insufficiently justified.[163]

7.5 Workshops and learning papers

136. Four workshops were held. Two held in the UK were focused on programme M&E - the first in February 2009 took place before the inception report deadline and emphasised performance indicators and measuring outcomes. The second was held in September 2010 and focused on methods and tools for results in governance. This resulted in the first learning paper, *Learning from DFID's Governance and Transparency Fund (GTF): Tools, methods and approaches*[164].

137. An additional two thematic regional workshops were convened – one in Dar es Salaam in August 2011 had as its theme the role of the media in governance; and the second held in Johannesburg in April 2012 focused on the role of civil society in fragile states. A decision was taken in June 2012 to discontinue planning for these on the basis that the value of the events had been insufficiently justified.[165]

138. Three learning papers were produced which reached dissemination stage in DFID. The first one provided a catalogue of GTF tools, approaches and methods which could be used by GHs to focus on results and impact, and it was produced at a very opportune time – when the results based and impact agenda of DFID was gaining in importance[166]. However, it was too soon in the programmes of GHs to assess the effectiveness of the tools, approaches and methods. The intended readership was a) GHs and their partners, to assist them in measuring, tracking the contribution or attribution of results to impact and in reporting; b) DFID, in particular CSD and Governance Advisors to assist with portfolio level measuring tools; and c) a wider audience. The other two learning papers followed the regional thematic workshops[167].

139. None of the learning papers were found to be useful by DFID – because of a lack of rigour, the areas covered and the format they were presented in[168]. The paper produced for the Media, Civil Society and Governance workshop was later adapted and published as a FM Briefing Note in 2012.[169]

140. Outside DFID there is very little evidence to state how and to what extent these workshops, workshop reports and associated papers were effective – what improvements in practice they subsequently led to in the design and implementation of programmes and projects. But Triple Line who prepared the first learning paper *Tools, methods and approaches*[170] are still getting feedback from CSOs, not all of whom

were GTF GHs. It has been widely used and cited, especially outside the GTF. It was quoted in an IDS study on the *Effectiveness of Transparency Programmes* (2010); used on an IDCT Forest Governance course (2011), quoted in a Comic Relief *Theory of Change* report (2011), used as a resource for a Comic Relief Conflict Programme workshop (2011) and was referred in the Im-Prove It framework on Governance Indicators (2011)[171]. In the GTF Global Witness adapted CAFOD's partner assessment tool for their programme. [172]

141. Since the learning workshops the FM has prepared a number of papers:

- In 2012 two additional thematic learning papers[173], which were outside the FM's contract requirements, were circulated in DFID.
- In 2013 ToR for three detailed analyses papers were submitted to DFID[174]. Two are not being taken forward on the grounds that they lack sufficient rigour. A third addressing centrally versus country managed CSO programmes was, in the event, taken forward internally by DFID.
- In 2014 seven briefing papers were drafted[175], which are being considered for further development; another three briefing papers are still to be drafted.

142. Therefore at this stage there is only one learning paper which has been widely available to GHs in the GTF and to organizations outside, the one on *Tools, methods and approaches.*

143. It appears after learning was transferred from Triple Line in September 2010 that staff recruited to meet DFID's learning needs did not have the same access to DFID policy and practice that a team with other ongoing contracts with DFID and close to the DFID office could be expected to have. This has reduced efficiency and effectiveness for learning. Until the MSRs there was little coming out of the GTF on what had been learned; what had or had not worked well; or on what could be scaled up or replicated under what conditions.[176] The analysis of results and lessons emanating from the GTF would have benefitted from a larger professional research input in the team. Although the recruitment of stronger advisors in 2012 helped address this gap.

7.6 Learning and Impact Strategy

144. In the diverse range of programmes in the GTF, GHs and their partners used a wide variety of tools, methods and approaches. They did not design or implement their programmes with the aim of producing rigorous data which could be used for learning across the portfolio. The FM has had to develop the means of drawing out and presenting results in a useful way which is accessible to existing and potential users of GTF information, including DFID advisors. To do this it developed the *Learning and Impact Strategy* in 2013, which at the time of the review was still being implemented.

145. The Learning Strategy seeks to capture major achievements and add depth to the results presented in the GTF logframe. Key components of the Strategy are MSRs, FERs, briefing papers, detailed analysis papers and communications. MSRs focus on deriving qualitative data which explains with supporting information how different strategies and processes employed in programmes and projects can work in particular situations – these are referred to as *pathways*. Enough varieties of context are being included to demonstrate the width of work undertaken in the GTF, which will contribute to DFID's governance knowledge. See Short Articles and MSRs section below.

146. The final version of the Strategy did not include measures to support peer learning in the GTF, which had been a feature of a draft submitted in 2012[177]. In the view of the review team this was a missed opportunity to support capacity building in GHs and their partners for future governance and transparency work. However an opportunity exists to re-visit this with plans to strengthen 50 MSRs – see section on Short Articles and MSRs below.

147. Means of communicating material include the use of searchable format so that the user can locate material by country, result category and other parameters by which results have been analysed. This data will sit on the DFID intranet and the FM's website. [178] In the view of the review team this is a promising means of presentation which should make the vast amount of information in the GTF accessible to users, but it should also be available to users on the DFID internet.

7.7 Short articles and MSRs

148. A total of 76 short articles of 500 words[179] were prepared by GHs, and placed on their own websites and the KPMG website for the use of other GHs, DFID and organizations outside the GTF. These arose out of the ARS process when it was realised that in general GHs were not reporting well against the GTF logframe and the story of a programme and its projects was being lost. The structure of the short articles was provided by DFID.

149. The short articles (sometimes referred to as case studies) are useful communication tools, which provide a snapshot of what projects achieved in the GTF, but they were not meant to track how a project or programme achieved a change. They do however add to the body of information that makes up evidence.

150. To address the relative lack of information on outcomes, these short articles were superseded in 2013 by 117 MSRs, which are more structured providing information on context and the theory of change used by a project; approaches, methods and tools; the experience of implementation; long term impact, value for money analysis and strength of evidence[180]. A most significant result is the result of activities in which an action has been taken by government or a private sector actor, or where citizens have changed their behaviour.[181] These focus on specific results – they are discrete examples of programme results. And, as such, they do not address the more nebulous results of GTF programmes, for example the value of more confident civil society for governance and transparency.

151. MSRs were designed by the FM in collaboration with DFID to qualify the outcomes of programmes in terms of supporting information. These have deepened the link between activities and results, although the self-assessment of the strength of evidence of results was subjective and some GHs routinely marked themselves low in contrast to others. DFID wanted the scoring independently verified and, in response to this, the FM is scoring the strength of evidence according to DFID's strength of evidence scale in 50 MSRs which are being used as evidence for the 10 briefing papers[182].

152. The MSRs were developed in order to provide evidence of results from the GTF and were designed in response to a survey of DFID governance advisors which identified a strong preference for short case studies in contrast to long, lesson learning documents.[183] With respect to each of the six thematic briefing papers, the FM has

been careful not to present definitive conclusions, given the lack of robust evidence – instead each presents how the pathways in MSRs contribute to an overarching theory of change[184]. In the view of the review team the information in the MSRs and the briefing papers add up to a plausible account of cause and effect.

153. Although the increasing demand for more rigorous and robust evidence applies to all CSOs in receipt of DFID funds, the GTF experience has been in itself a learning process for GHs. Arguably this could have been made more effective by stronger performance management by the FM, particularly around requiring GHs to provide stronger logframes and more reliable evidence of results and outcomes.

154. The quality of evidence of results and outcomes achieved varies in the MSRs of the 12 sample programmes: some reporting clearly sets out how an activity led to a result, but in some the language of reporting is vague and/ or assertions are made. While for these programmes there are issues around the contribution of activities and outputs to outcomes and impact, it is unclear to what extent this is due to weaknesses in reporting or evidence based M&E, or programme design and implementation.

155. VFM assessments are done better in the MSRs compared to reports and PCRs, and a range of models is found in the 12 sample programmes. For example some demonstrate savings to beneficiaries where user-fees have been reduced[185]; another assesses costs of implementation and the financial value of benefits[186] ; another the costs per capita reach of media work[187], and another uses the immediate financial savings from anti-corruption work[188].

156. Opportunities still exist to further mine data from the fund, although this would require post-programme inputs from GHs and, given DFID concerns about the quality of evidence, should ideally be supported by cross checking. One possibility could be to provide advisory support for GHs to re-visit the 50 MSRs and seek out additional information to track contribution to results. For many programmes this will probably require going back to partners, and will depend on whether staff are still in place. The assumption here is that GHs and their partners know in their heads what the specific role of a project has been to achieve a result and the steps through which it was achieved. But this has not been asked for in the GTF, and neither are CSOs used to providing this information. The exercise could also serve as a means of assessing the extent to which the programme experience – implementation of the theory of change - of a GH and its partners has been institutionalised.

7.8 Self-directed working groups

157. The two UK learning events gave rise to the establishment of UK based GHs forming demand-led self-directed working groups. The aims of these groups were to examine the evidence and to derive lessons to deepen learning. As far as it is known to the review team a total of seven meetings were held between March 2012 and February 2014. They were convened by, amongst others, ODI, Christian Aid, Oxfam GB, BBC Media Action and WaterAid. These were well attended which suggests that learning was derived from sharing and dissemination. No information exists on the effectiveness of these as learning forums.

7.9 Sources of learning for GHs

158. Three questions in the on-line survey of GHs focused on learning. All the survey results can be found in Annex 11. For GHs and their partners the single most important means of learning is their own experience, the past which they brought into

the GTF and their GTF programmes, 18/ 28 respondents and 27/28 respondents respectively. For most, 23/28 respondents, learning from their GTF programme at least greatly led to changes in how the programme was run, and for 18/28 the learning at least greatly influenced the running of other programmes in their organization. For 16/28 respondents their ideas on governance and transparency at least changed greatly as a result of the GTF, and for another 10/28 they changed to some extent. This points to the value of the GTF as a source of learning, which can be taken forward into the other governance work of GHs and their partners. This is assuming the results of learning for organizational policy and practice are institutionalised, and have not been lost with the loss of staff members employed on short term, programme level or local partner project, contracts. Information is not available on the extent to which learning has been institutionalised or on post-GTF staff movements.

159. Only 4/28 respondents referred to learning from other GTF programmes, a finding commensurable with the fact that sources and events for thematic learning have been limited, and MSRs will only be available from April 2014. A similar number, 5/28 respondents, referred to learning from other, non-GTF, governance programmes.

7.10 CSO learning

160. Here two issues stand out a) the use of logframes as a planning and M&E tool; and b) programme content. It is unclear to the review team to what extent GHs entered the GTF unable or unwilling to use the logframe to best advantage despite having used it for a long time; or to what extent programme logframes posed a challenge for programmes with multi partners and projects. Moreover the 12 sample programmes included five single country programmes most of whom had weak logframes. Therefore at the risk of being provocative, especially on the basis of a generalised comment, it appears that CSOs are not learning and that more technical support is needed to build their logframe capacity, which includes M&E. Stronger one-to-one input from an advisor to GHs is needed – such as happens in the PPAs. The GPAF also provides very significant support in logframe design during the inception period.

161. All of the 12 sample programmes brought previous and at least similar experience to their GTF programmes, although how much is not always clear from proposals (probably for want of space given format limits). All of the programmes were technically strong in their area of expertise, and seven of the 12 have MSRs (PTF, BBC Media Action, NASCOH, ODI, Oxfam GB, Zimbabwe Human Rights NGO Forum and GNP+) – a total of 22 MSRs[189]. Pro rata, considering there are a total of 120 MSRs for 38 GHs, this suggests that MSRs are under-represented in the 12 sample programmes. Still the work of the 12 sample programmes demonstrates that there is a considerable amount of achievement in the GTF for GHs, the FM and DFID to be proud of, and it is important not to lose sight of this in the pursuit of stronger evidence of results. Space is not available in the main part of this evaluation to highlight achievements of the 12 sample programmes – see Annex 8.

162. Technical expertise was less of an issue for GHs than programme planning and management (of which logframes are a part). For many of the 12 sample programmes, partnership building and management was also a source of learning, particularly in multi-country programmes where it was a time consuming component and especially if new partnerships had to be identified and developed.

163. Improvements in organizational capacity as a result of the GTF are claimed by GHs. The fifth annual report survey of GHs found that 19/22 respondents (86%) rated their programme as having had a significant or substantial improvement in the capacity of their organisation to deliver similar programmes in the future. Three programmes (14%) responded that the GTF had little or only some effect on their organisational capacity.[190] These claims are corroborated in responses to the review on-line survey question about to what extent a GH's ideas on governance and transparency had changed as a result of the GTF. For example one respondent stated that *our ideas have changed greatly and it goes far beyond governance and transparency [....] the real depth of change can't be captured in a survey.* Claims of improvements in competencies are compelling - a total of 13/16 comments from 28 respondents refer to improvements.[191] This bodes well for future GH work in governance and transparency.

7.11 DFID learning

164. The exacting demands for high quality learning products, including setting out in each MSR the fact that evidence to support the result is limited, and plans to strengthen the 50 key MSRs demonstrates how DFID is working to obtain information of an acceptable standard for its advisors to use. However, equally important will be communicating and embedding the learning from the information in DFID[192]. In the view of the review team herein lies a role for a GTF champion, who could also champion learning from other civil society funds in DFID, both in the UK and in country.

165. The focus of DFID's interest in learning has been on results and outcomes, and equally important for better future CSO programmes and DFID's investment in them is CSO learning. Opportunities have been lost for horizontal learning between programmes in the GTF, and in order to prevent this happening in future funds, the review team suggest that the logframe of a programme include a learning output. Each CSO would select activities appropriate to its own learning priorities, but whatever activities are selected would add value to the fund.

166. Key products to support DFID advisors in, for example, the design of governance and transparency programmes and business cases will be a) the web-based searchable format which will allow the user to locate GTF material by country, result category and the parameters by which results have been analysed; b) the ten briefing papers supported with data from 50 MSRs; and c) all the 117 MSRs.

8 VALUE FOR MONEY

167. Observations on VFM at the level of individual programmes are made at appropriate points in this report. Overall programme level reporting on VFM is weak and in most cases does not provide a strong basis for fund level assessments.

168. As with other elements of the management of the GTF, efforts to improve VFM assessments have been constrained by the way the fund was set up at the outset. Assessments of VFM have been made difficult by the lack of standard budget formats, benchmarks, unit costs, clear data on costs[193] and issues of assessing the value of changes in elements of governance. VFM reporting is weak across the international development sector in general[194]. This is partly because there are no simple methods that have gained general acceptance and also because of some resistance, especially among CSO staff, to VFM assessments.

8.1 Economy

169. Economy is an area where programme reporting is relatively strong and most GHs have a good understanding of costs and can demonstrate savings. This is part of the CSO culture but it is not spoken of in terms of VFM. In 2011, DFID required the FM to identify cost savings of 1-3% in management costs[195]. Savings are reported in the following annual report which amount to 6% and are made up of economies which include rates of pay and provision of unpaid time and website design and hosting. However, the greatest contribution to lower costs comes from reductions in management activities which include work on learning papers and other products which were called for by DFID. These changes are not strictly economies in that the products were not then produced but perhaps the changes add to the overall assessment of VFM.

8.2 Efficiency

170. The practice of DFID overseeing some communications between the FM and GHs added to the overall work for both DFID and the FM and can be seen as lower efficiency. This might be offset by higher quality communication leading to higher quality programmes raising effectiveness but this is probably impossible to assess. The same difficulties in assessing efficiency apply to the lengthy negotiations over the learning and impact strategy. Clearly repeat drafting and discussion of proposals is inefficient as is the drafting of material that is not taken forward. Again the argument for greater effectiveness depends on demonstrating that the final products are of higher value. The same argument applies to the development of the learning strategy (see Section 7) where repeated investments of resources can only be justified in terms of VFM, if the final products have considerably higher value.

171. The greatest opportunities for improving VFM of fund management would be in reducing the overall number of chargeable days whilst maintaining the same quality of performance. The review team has attempted to assess the use of time on standard tasks in the FM contract and compare this with similar time budgeted by other contractors. This assessment is made extremely complicated by the very different systems of presentation of different contractors and the fact that tasks may take different amounts of time at different stages of a fund. There are also variations in the overall size of programmes in different funds and the degree of uniformity between programmes which may affect the amount of time required for supervisory tasks.

172. Comparing the time spent on routine tasks is therefore probably too difficult to do with any confidence in the time available to this review. The review team conclude that DFID should require fund managers to provide their proposals for chargeable days in a consistent format that will allow easier benchmarking at contracting stage and facilitate future evaluations of fund performance and efficiency.

173. Despite the difficulties, some notes are provided here as an illustration of what current time allocations appear to represent and the difficulties in using these to arrive at assessments of efficiency. The FM time budget for reviewing annual reports has varied from 1 day/report to 3 days /report as more feedback and support was seen to be required. GPAF calculates budgets for time on assessing reports in a different way including 12 person-days in preparation and training, followed by ½ a day for appraisal of a report and ¼ day for quality assurance of each appraisal. To make this roughly comparable, the review team calculate the number of days required to assess 30 reports in the following table.

Table 3: number of days allocated to routine tasks

	GTF	GPAF
Assessing 30 ARs (not including financial reports)	110	34.5
Assessing 30 PCRs	196	55
"Portfolio analysis"[196]	18.5	19

174. If these calculations are a fair reflection of the time allocated to these routine tasks, then there is a case for arguing that efficiency was low in the GTF. The differences look rather startling for the review of reports and there may be savings elsewhere in the management of the fund. It seems extremely likely that GPAF provides support to GHs around their reports (e.g. responding to GH comments and queries on the appraisals; advice on presentation etc.) which is included under another heading.

175. Nonetheless, the review team is concerned that the allocation of three days to respond to a report is too generous and there seems little evidence that it provided better learning than two days per report. The overall costs of the FM management of the GTF seem high given that it was converted into 4 full-time equivalents[197] when the GTF was in need of more personal contacts with DFID and with GHs. The review team conclude that VFM would be improved in future funds by greater spending on DFID staff time and by outsourced arrangements that provided more contact time between the contractor and the GHs and DFID. This would be both through improved efficiency and greater effectiveness.

8.3 Equity

176. Equity is not a required element of the End of Programme review of the GTF but there are two observations that the review team consider pertinent. First, the open nature of the selection process probably led to a wider range of organisations being funded and greater equity in the spread of funds. Secondly, the relevance sections of FERs of the 12 sample programmes are largely positive suggesting that the programme work was of benefit to vulnerable and disadvantaged groups. Overall the fund would score well on equity of distribution of benefits.

8.4 Effectiveness

177. A simple assessment based on the observation that outcome indicator targets were satisfied or exceeded leads the review team to conclude that in terms of impact the GTF was effective and value for money. Sustainability of impact will increase the assessment of effectiveness of the GTF over time. There are significant examples of sustainability as a result of repeat or additional funding and from the acquisition of skills, competencies and confidence which may lead to continued improvements in governance (see Section 6.3, Outcome Indicator 2).

178. The review team make a different assessment of effectiveness in singling out progress in learning, although it is not a logframe objective but an understood part of the purpose of the GTF. The assessment of learning has been weak and it seems likely that significant learning within programmes has taken place without being reported. There are other learning products and events where the quality of learning has not been assessed and again may be good. There is however an important opportunity to raise the effectiveness of learning and the overall value for money of the GTF by further investment in learning, both in terms of extractive learning for the international development sector and of shared learning between GHs.

8.5 Overall value for money

179. The overall assessment of value for money is balanced. There is some good reporting of economy at programme level but the evidence at fund level is weak. The same is true of efficiency which may be very weak in some management areas. While equity may be good, it is not important to the overall assessment. The overall assessment depends on effectiveness which is balanced but could be become very positive if further work is done on extracting and sharing learning.

180. The review team is concerned by the difficulties in assessing efficiency at the level of the GHs[198] and at the level of FM[199]. This makes it difficult to be confident in the quality of public financial management partly because of the problems in demonstrating high levels of efficiency and partly because of concerns over the added value of FM performance[200].

9 CONCLUSIONS

9.1 CSO work in governance

181. The review team has set out in Section 6 of this report evidence collected from the 12 sample programmes under each output and outcome indicator in the GTF logframe. This evidence leads the team to conclude that:

a) A great deal of good work has been done and some remarkable successes achieved in a very wide range of governance issues (see Section 6.3 under outcome indicator 3 and outcome indicator 4);
b) The GTF should be celebrated – by promoting reports on achievements and by further exploitation of the results (see below);
c) The GTF has raised the skills and competencies of GHs in a range of routine management areas and crucially in designing and running governance programmes. Some GHs have changed their overall engagement with governance work and their approach to development work more broadly as a result of being involved with the GTF (see Section 6.3 under outcome indicator 2);
d) The GTF has achieved its objectives as set out in its logframe. The work designed and carried out by GHs in governance achieved or exceeded the targets of indicators at outcome level. There were many examples of improved governance as a result of achievements at outcome level which equate to successes at impact level (see Section 6.2);
e) The full value of the learning has not been realised because of cases of inadequate reporting and interpretation. The review team supports the initiative of some GHs and DFID to examine the possibilities for further work on exploiting the learning from results of the GTF.

9.2 DFID work in governance

182. The GTF increased the spread of DFID funding which reached agencies that had not previously received DFID funding (for example: ODI, Transparency International and Amnesty International) or been part of a global fund (a large number of local CSOs). This has broadened the range of possible partners for DFID work in the future.

183. The GTF took DFID funding into areas of work and styles of work that could not have been funded through other mechanisms. Interesting and innovative pieces of work were carried out and provide a broad perspective on what can be achieved in governance work. Innovative work included new methods, new targets and new

approaches involving anti-corruption; mass media; local government; traditional leaders; new partnerships and alliances and combinations of these factors (see Section 6.6 for examples and the annexes referred to for details.)

9.3 Lesson learning.

184. The GTF was envisioned as a source of learning for DFID in what works and what does not work in governance programmes, but insufficient attention and funding was attributed to learning in the first phase.

185. The open nature of the fund at the outset and the absence of a clear theory of change and a logframe created serious problems in reporting of achievements when more pressure was applied for evidence-based assessments of results.

186. The overall design of the fund was not adequately supportive towards learning. This is due to a range of factors including: the weak logframe; poor reporting formats and insufficient capacity strengthening of GHs and partners. The requirements for evidence-based reporting on results worked against reporting of unintended results or failures although these might have been useful for learning. None of the sample programmes reports on reverses which would be a common feature of governance work.

187. The GTF did not provide sufficient support in capacity strengthening of GHs including northern and southern international and national CSOs. Skills were weak in logframe design; M&E design, contribution analysis and VFM assessments. Reporting was poor in these areas. The report format was not helpful to drawing together observations in these areas or in collecting learning that was outside of the programme logframe.

188. The absence of standard budget formats and benchmarks for routine management tasks makes it difficult to make assessments of efficiency at GH and FM levels and reach clear conclusions on the VfM of management arrangements.

189. The GTF demonstrated the messiness and uncertainties involved in governance work. The reporting of successes does not in most cases contain enough analysis to allow broader conclusions to be drawn about what works and what doesn't work in governance programmes. This implicit aim of the GTF was probably simplistic given the degree of dependence on local conditions and performance. The *tyranny of context* is a reality which means that fine understanding of local conditions is necessary in reporting and interpreting learning that can be of use to others.

190. The MSRs have potential to greatly increase the effectiveness and overall VFM of the GTF by collecting and sharing learning with sufficient attention paid to context, the quality of evidence and the nature and sustainability of achievements in improved governance.

9.4 Recommendation 1: Revisit the 50 MSRs and support GH learning from the GTF

191. Further investment is needed to get more learning on results out of the GTF, and the primary vehicle for this is the 50 MSRs being used to support the 10 briefing papers. This will require going back to GHs, and GHs going back to their partners for additional information to track contribution to results – mapping the specific role a project had in achieving a result and the steps through which it was achieved.

192. It is unlikely that all 50 MSRs will yield sufficient information of a quality to set out contribution to results. Staff and community members will have moved on, and with them detailed information. Preliminary discussions with the GHs of the 50 MSRs should be held to explore feasibility and whether they want to edit the MSRs with advisory support. It is important that this is a voluntary process and that ownership of the MSRs remains with the GHs.

193. Revisiting the 50 MSRs presents an opportunity to support the articulation and reporting of contribution to results in GHs: it would put them at the leading edge of what is going to become a standard requirement of reporting.

194. Tasks:

a) Prepare general guidance for GHs of the MSRs;
b) Contact GHs and partners by email and telecoms to establish feasibility;
c) Read the supporting documentation and prepare specific guidance and support to each MSR; and
d) If desired support the GH in editing the MSR.

195. One day for each MSR should be budgeted for, plus an additional day for the preparation of guidance and one day for meetings with DFID. Assuming 50 MSRs this is a total of 52 days.

196. In addition it is recommended that learning also focuses on strengthening institutionalised practice in GHs, and that GHs are:

a) Each invited to analyse what they have learned about assessing how activities led to the results and impact realised;
b) Each invited to set out the contribution of this to organizational learning and performance, and the implications for organizational management (for institutional memory and practice);
c) Each asked to include learning from failure (not just positive results) and unexpected results; and are
d) Collectively expected to derive lessons from this which will inform the future design of projects, programmes and funds, and M&E.

197. This should be done by GHs with advisory inputs from the same person supporting the MSRs. It could give rise to a community of practice and the development of excellence in learning for and from practice, which would support evidence informed projects, programmes and funds. Half a day per GH should be budgeted for.

9.5 Recommendation 2: Create a Learning Champion of the GTF

198. There is a clear role for a champion of learning from the governance work of the GTF, who could also champion learning from other civil society funds across DFID in the UK and in country offices. This would support and complement DFID's learning partnership with PPA organizations.

9.6 Recommendation 3: Design of Future Global Funds

199. The design of future global funds should be guided by ease of portfolio management to measure and assess results quantitatively and qualitatively, this should be done using thematic windows. The number of operational countries should be limited to promote an in-depth country focus, where programme outcomes can add

to a body of work in a thematic field in a country (as well as in the portfolio). This more focused way of working will also support GH and DFID learning within a country and regionally, and improve the ease of exchanges between GHs and local DFID offices. Thus the overall results of programmes will support economy, efficiency and effectiveness of the fund.

200. CSOs applying to a fund should be expected to have identified, at concept note stage, their focal countries and partners, who should contribute to the production of a robust programme design, including logframe.

201. Resources and activities for learning between GHs, and between a new fund and DFID, should be prescribed in the ToR for a new fund. Across programme learning should be focused on GHs articulating what social, political, economic or other conditions have been responsible for success, failure and unexpected results so that fund level conclusions can be drawn about what works or does not work to achieve a particular type of result. Such learning should be prescribed as an output of the portfolio and an output of each programme logframe.

202. The use of the DFID revised logframe requiring baseline and milestone data combined with elements of outcome monitoring in M&E will support a shift in reporting towards evidence-based tracking of results.

203. GHs should be asked explicitly in annual reports, MTRs and FERs to complete a specific section in reports on the quality of evidence used to demonstrate contribution to results (the conditions responsible for success, failure or unexpected results). This should complement achievements in the logframe with more rigorous and robust evidence to support these achievements. Capacity to do this will vary considerably between GHs, and in particular between partners. It is important that guidance is appropriate to the capacity of partners.

204. In countries where there are sufficient programme activities, fund managers should call country level meetings of CSOs who have submitted proposals to share training and to seek out synergies and programme design learning opportunities. Investing in this type of dialogue will provide space, contacts and links between GHs and the FM in a way of working which is closer to a partnership approach and which will support better management of modifications to programme design.

205. Advisory support days should be budgeted for in a new fund and allocated towards individually supporting GHs in programme design and M&E, especially during the inception phase but continuing at lower intensity into implementation. This will provide an opportunity for a fund manager to improve the design of programmes, quality of logframes, M&E arrangements and preparation for VFM reporting. This could be carried out through a combination of seminars, which would have the advantage of being able to include practical sessions, and webinars for those in countries where there are too few GHs to justify a seminar. GHs, and if appropriate their partners, should include attendance costs in their budgets under the learning output recommended above. The costs of these inputs in the early stages of a global fund will be justified by greater value throughout the life of the fund, and changes to programme management could more easily be introduced as DFID priorities shift.

206. To support VFM assessments at fund level, standardised budget formats around logframe outputs should be used by applicants. This is results based

management where each output (result) is budgeted for. For each output (including learning) GHs should be required to provide budget information on:

a) Recurrent costs - rent and utilities; associated staff salaries and expenses; other associated staff related costs (including training), travel and transport and office expenses – all by associated GH and partner/community costs.
b) Non-recurrent costs– community grants; supplies; capital equipment.

207. DFID should require fund managers to provide their proposals for chargeable days in a consistent format that will allow easier benchmarking at contracting stage and facilitate future evaluations of fund performance and efficiency.

9.7 Recommendation 4: Provide Future GHs with Guidance on Evidence

208. The DFID *How to Note* is academically oriented, and not appropriate to most GH work – CSOs are not professional researchers[201]. Instead a simple how to guide is needed on what constitutes basic evidence of results and contribution to results; the use of evidence; how weak or limited evidence can be strengthened; when it is acceptable to present limited evidence; and how to assess the strength of evidence presented. Definitions are required of limited, moderate and strong evidence.

209. Guidance on evidence for governance and transparency work should focus on using critical social analysis and political economy analysis comparing the changed situation with the one before, and investigating the social, political, economic and other factors which have contributed positively or negatively to change. This should involve representatives of stakeholder groups using qualitative and quantitative findings, mapping the extent to which the enabling elements were responsible for results, and triangulating data sources. It should also include a counter-factual analysis – what would have happened in the absence of the intervention.

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END NOTES

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[4] Coffey International, 2013. *PPA Mid-Term Evaluation Report* p.12.

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[8] Annex 10, Question 9.
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[17] DFID, nd, *Concept Note Criteria*, section 2.
[18] DFID, nd, *Guidance on how to Prepare and Submit a Proposal*, p.2.
[19]GTF 086 IDASA, GTF 142 ODI and GTF 361 GNP+.
[20] GTF 077 BBC Media Action – see Harford, Nicola, 2013. *Final Evaluation: A National Conversation*, p. 19 and 33.
[21] GTF 309 Living Earth Foundation – see Coupe, Stuart et al, 2013, *Final Evaluation: Developing Good Governance in the Niger Delta*, p.30
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[25] KPMG, 2011, *Governance and Transparency Fund*: *2010/11 Annual Report*. Annex 4.
[26] Pers com Mike Battcock, DFID, 11th April 2014.
[27]KPMG, 2011, *Governance and Transparency Fund 2010/11 Annual Report*, p11.
[28] ICAI, 2013, *DFID's Support for Civil Society Organisations through Programme Partnership Arrangements*.
[29] KPMG, 2013, *Governance and Transparency Fund: 2012/13 Annual report*, p, 23.
[30] KPMG, 2013, *Governance and Transparency Fund: 2012/13 Annual report*, p.32.
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[32] DFID, 2012, *Midterm Review Governance and Transparency Fund*, p. 20.
[33] KPMG, 2013, Phase III Days Breakdown.
[34] DFID, 2012, *Midterm Review Governance and Transparency Fund*, p. 5 and 6.
[35] KPMG, 2012, Management Response to the GTF MTR Report, p.9 to 11.
[36] DFID, 2009, *Guidance on Commissioning a Mid-Term Review and Final Evaluation For Governance and Transparency Fund Grant Holders*, p.3.
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[38] Pers com Mike MacDonald, KPMG, 13th March 2014.
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[40] KPMG, 2013, *Governance and Transparency Fund: 2012/13 Annual Report*, p.35
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[43] KPMG, 2009, *Performance Management Arrangements for the GTF*, p.1
[44] Triple Line, 2011, *DFID Governance and Transparency Fund End-of-Contract Report to KPMG* and pers com Mike MacDonald, KPMG, 6th March 2014.
[45] From AR2 onwards only 37 programmes were continued due to a DFID decision to stop all funding in China, which included GTF 130 UCL.
[46] The EISA programme closed at the end of three years, bringing the number of GHs down to 36.
[47] Of these 6 were rated green/ amber.
[48] Introduced in the fourth round of annual report appraisals.
[49] Another three outside the sample also repositioned themselves or had funding cut – Anti-Slavery International, Commonwealth Business Council and Tiri.
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[52] SFCG, 2012, GTF *Annual Report 2011 – 2012*, Section 7.

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[55] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation* p. 24 and 25; Coupe, Stuart, Michael Majale and Philip Arkell, 2013. *Final Evaluation Developing Good Governance in the Niger Delta* p. 41; and Mutasa, C, 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p.31.
[56] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*
[57] Chapman, Jennifer and Antonella Mancini et al, 2013. *Final Evaluation: Strengthening citizen demand for good governance through evidence-based approaches*
[58] Beardon, Hannah and Eva Otero, 2013, *Women's Right To Be Heard: An Evaluation Of Oxfam GB's Raising Her Voice Portfolio*
[59] Abdalla, A. 2012, *The Team, Four-Country Final Evaluation Report*
[60] See value for money sections in the Annex of each of the 12 sample programmes, Annex 12 to Annex 23.
[61] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation* p. 6.
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[63] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.47 to 48.
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[65] Jangira L C, Monica Mandiki, Kundai Magodora and Caleb Mutandwa, 2013, *GTF 088, Final Evaluation Report*, p24.
[66] Beardon, Hannah and Eva Otero, 2013, *Women's Right To Be Heard: An Evaluation of Oxfam GB's Raising Her Voice Portfolio*, p.43
[67] Coffey International, 2013, *Global Poverty Action Fund Mid-Term Evaluation Report*, p.41.
[68] Coffey International, 2013. *PPA Mid-Term Evaluation Report* p.12.
[69] Annex 22 GTF 361 GNP+
[70] Annex 15 GTF 088 NASCOH
[71] Abdalla, A. 2012, *The Team, Four-Country Final Evaluation Report* p.5
[72] Clark John D, 2013*, Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.11
[73] Harford, Nicola, 2013, *Final Evaluation: A National Conversation* p.22 to p.32
[74] Abdalla, A. 2012, *The Team, Four-Country Final Evaluation Report* p.32 to p.37
[75] Beardon, Hannah and Eva Otero, 2013, *Women's Right To Be Heard: An Evaluation Of Oxfam GB's Raising Her Voice Portfolio*, p.8.
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[77] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation: Strengthening citizen demand for good governance through evidence-based approaches*, p.27
[78] Engelhardt, Achim and Silvia Hidalgo, 2013*, Final evaluation – draft report, HIV Leadership through accountability programme*, p.58.
[79] KPMG are doing the due diligence procedures.
[80] DFID, 2012, Governance and Transparency Fund Quarterly Meeting November 2012.
[81] ICAI, 2013, *DFID's Use of Contractors to Deliver Aid Programmes*, p7.
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[83] KPMG, nd. *GTF 2012/13 Annual Report Feedback Survey* and KPMG, nd GTF *2011/ˆ12 Annual Report Feedback Survey.*
[84] KPMG, 2013, *Governance and Transparency Fund: 2012/13 Annual Report*, p35.
[85] Annex 22 GTF 361 GNP+
[86] The GTF Quarterly Meeting, January 2013, p 2.
[87] KPMG, 2010, *Governance and Transparency Fund: 2009/10 Annual Report*, p2.
[88] KPMG, 2013. *Governance and Transparency Fund: 2012/13 Annual Report*, pp43-44.
[89]DFID, Feedback on Annual Report 2011-12, para 1.2
[90] DFID, 2013. Feedback on Annual Report 2011-12.
[91] DFID, The GTF Quarterly Meeting, January 2013, p2.
[92] This finding comes from the review team observations; GHs responses to the online survey and KPMG fifth annual report which includes an annex of results including many which do not fit into the logframe.
[93] See Section 6.3 Outcome Indicator 2; Section 6.3 Outcome Indicator 4 and Section 6.6.for details.

[94]The indices are: the World Bank *Government Effectiveness* index; the International Budget Partnership's *Open Budget Index* and Transparency International's *Corruption Perceptions Index*
[95] These are countries with more than eight GTF programmes; total funds assigned being over £500,000 per year and three countries (Peru, Sierra Leone and Nepal) added for thematic or geographic reasons, KPMG, 2011*. Governance and Transparency Fund: 2010/11 Annual Report*, p.12.
[96] KPMG 2012, *Governance and Transparency Fund: 2011/12 Annual Report*, p.12.
[97] KPMG, 2012, *Governance and Transparency Fund: 2011/12 Annual Report*, p.13.
[98] For example - the Worldwide Governance Indicators are mentioned specifically as sources in the DFID results framework[98] and the MDGs have been extensively used in the recent past.
[99] KPMG, 2012, *Governance and Transparency Fund: 2011/ˆ12 Annual Report*, p.17.
[100] Annex 16 GTF 142 ODI
[101] Annex 12 GTF 044 PTF
[102] Annex 13 GTF 077 BBC Media Action
[103] Annex 19 GTF 170 SFCG
[104] Annex 15 GTF 088 NASCOH
[105] Annex 22 GTF 361 GNP+
[106] Annex 17 GTF 158 Oxfam GB
[107] See for example Annex 15 GTF 088 NASCOH where future funding was in doubt for some partners at the time of the final evaluation.
[108] Annex 12 GTF 044 PTF
[109] Annex 22 GTF 361 GNP+
[110] Annex 17 GTF 158 Oxfam GB
[111] DFID's nd *Results Framework, Managing and Reporting DFID Results* p.5.
[112] Annex 17 GTF 158 Oxfam GB
[113] Annex 19 GTF 170 SFCG
[114] Annex 15 GTF 088 NASCOH
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[118] DFID, 2012. *GTF Mid –Term Review Repor*t, para 5.2.4
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[121] DFID, 2013. *GTF Quarterly Report January 2013*, p7.
[122] KPMG, 2013, *Governance and Transparency Fund: 2012/13 Annual Report*, Section 5 & Annex 8.
[123] DFID, 2013. Feedback on Annual Report 2011-12.
[124] Oxfam GB, 2013*. GTF 158: Raising Her Voice, Project Completion Report*, para 4.2.
[125] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p.15
[126] Annex 22 GTF 361 GNP+, Annex 12 GTF 077 BBC Media Action; Annex 19 GTF 309 Living Earth Foundation
[127] Annex 16 GTF 142 ODI
[128] Annex 13 GTF 077 BBC Media Action
[129] Annex 15 GTF 088 NASCOH
[130] Annex 16 GTF 142 ODI
[131] Annex 17 GTF 158 Oxfam GB
[132] Annex 22 GTF 361 GNP+
[133] Annex 16 GTF 142 ODI
[134] Annex 18 GTF 163 EISA
[135] Annex 21 GTF 312 Zimbabwe Human Rights NGO Forum
[136] Annex 22 GTF 361 GNP+
[137] Annex 15 GTF 088 NASCOH
[138] Annex 17 GTF 158 Oxfam GB
[139] Annex 21 GTF 312 Zimbabwe Human Rights NGO Forum
[140] Annex 16 GTF 142 ODI
[141] Annex 17 GTF 158 Oxfam GB
[142] Annex 16 GTF 142 ODI
[143] Annex 22 GTF 361 GNP+
[144] Annex 14 GTF 086 IDASA
[145] Annex 13 GTF 077 BBC Media Action and Annex 18 GTF 170 SFCG.
[146] Annex 22 GTF 361 GNP+

[147] Annex 16 GTF 142 ODI
[148] Annex 13 GTF 077 BBC Media Action and Annex 18 GTF 170 SFCG
[149] Annex 12 GTF 044 PTF
[150] See for example Annex 16 GTF 142 ODI and Annex 17 GTF 158 Oxfam GB.
[151] Annex 12 GTF 044 PTF, Annex 16 GTF 142 ODI and Annex 15 GTF 088 NASCOH
[152] Annex 21 GTF 312 Zimbabwe Human Rights NGO Forum
[153] Annex 20 GTF 309 Living Earth Foundation
[154] KPMG, 2012. *Governance and Transparency Fund: 2011/12, Annual Report*, Annex 1 GTF logframe.
[155] Annex 13 GTF 077 BBC.
[156] Annex 13 GTF 077 BBC, Annex 16 GTF142 ODI and Annex 22 GTF 361 GNP+
[157] Annex 22 GTF 361 GNP+
[158] KPMG, 2013, *Governance and Transparency Fund: 2013/14 Annual Report*, Annex 8 Detailed analysis of assumptions.
[159] GTF 088 NASCOH and GTF 422 PRISMA
[160] GTF 077 BBC GTF 309, Living Earth Foundation, and GTF 422 PRISMA.
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[162] See for example, KPMG, 2012*, Zimbabwe Country Visit Report*
[163] KPMG, 2013, *Governance and Transparency Fund: 2012/13 Annual Report*, p.41.
[164] Burge, Richard, 2010, *Learning from DFID's Governance and Transparency Fund (GTF): Tools, methods and approaches.*
[165] KPMG, 2013, *Governance and Transparency Fund: 2012/13 Annual Report*, Draft, p.8.
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[167] KPMG, 2011, *GTF Learning Paper: Communications, Civil Society, and Governance and KPMG, 2012, Civil Society and Fragile States.*
[168] Pers com Mike Battcock, DFID 11th April 2014.
[169] KPMG, 2012, *Learning from the Governance and Transparency Fund (GTF): Communications, Civil Society, and Governance*.
[170] Burge, Richard, 2010, *Learning from DFID's Governance and Transparency Fund (GTF): Tools, methods and approaches.*
[171] Triple Line Consulting, 2011, *DFID Governance and Transparency Fund End-of-Contract Report to KPMG*, p.9.
[172] KPMG, 2011, *Peru Country Visit Report* p.6.
[173] KPMG, 2012, *Weapons and tactics in the battle against corruption* and KPMG, 2012, *Bending the long arm of the law to help the poor*
[174]KPMG, 2013, *An assessment of M&E practices of GTF grant holders and the drivers and incentives that have influenced these practices*; KPMG 2013, *Perceptions of the capacity built in southern CSOs through the GTF*; and KPMG 2013, *Comparison of Centrally and Country Managed CSO Programmes*.
[175]KPMG, 2014, Briefing paper – *The Evidence Agenda in Practice*; KPMG, 2014, *Briefing Note on Value for Money in the GTF's Most Significant Results*; KPMG, 2014, *Briefing Paper Applying the Theory of Change Approach to MSRs;* KPMG, 2014, *Briefing Paper: Civil society Strategies to bring about changes in the Practices of Duty Bearers*; KPMG, 2014, *Briefing Paper: Civil society strategies to fight corruption*; KPMG, 2014, *Briefing paper – Increased Access to Services*; and KPMG, 2014, *Briefing Paper: Changes in Transparency and Access to Information.*
[176] DFID, 2012. *Governance and Transparency Fund, New Directions*.
[177] KPMG, 2012, *Learning Strategy*, draft, p. 7
[178] KPMG, 2013, *Learning and Impact Strategy*, p.12.
[179] Short articles prepared by the 12 sample programmes are set out in Annex 9.
[180] KPMG, 2012, *GTF Guidance for Most Significant Results Analysis*
[181] KPMG, 2013, *Learning and Impact Strategy*, p.5
[182]DFID, 2013, *How to Note: Assessing the Strength of Evidence*.
[183] DFID, nd, *Identifying the learning needs of the GTF's key stakeholders*, p.3.
[184] KPMG, 2014, *Governance and Transparency Fund: Project Completion Report*, para 162
[185] Annex 21 GTF 312 Zimbabwe Human Rights NGO Forum
[186] Annex 16 GTF 142 ODI.
[187] Annex 13 GTF 077 BBC Media Action
[188] Annex 12 GTF 044 PTF.
[189] Annex 9.

[190] KPMG, nd. *GTF 2012/13 Annual Report Feedback Survey*, p.1
[191] Annex 11, Question 9.
[192] ICAI, 2013, *DFID's Use of Contractors to Deliver Aid Programmes*, p.29
[193] DFID, 2011, *Governance and Transparency Fund: Mid Term Review*. para 4.2.6
[194] See for example, Coffey International, 2013, *Global Poverty Action Fund Mid-Term Evaluation Report*, p iii.
[195] KPMG, 2012, *Governance and Transparency Fund: 2010/11 annual report*, para133.
[196] Portfolio analysis is included here because although it also is calculated in totally different ways by each contractor the sums appear to arrive at the same figure.
[197] Pers com Mike Macdonald, KPMG 6th February 2014 and 17th March 2014.
[198] See Section 5.1.1.
[199] See Section 8.2, Efficiency.
[200] See for example: section 3.4 on logframe design; section 4.1 on M&E, risk management and assessment of management costs; section 4.3 on contribution analyses; section 4.5 on annual reports and section 5.1.2 on financial forecasting.
[201] DFID, 2013*, How to Note: Assessing the Strength of Evidence.*

Annex 1: Methodology

The methodology comprised a review of the documentation; a review of learning and achievements in a random sample of 12 out the 38 GTF programmes; an online survey of all 38 GHs, to which there were 28 responses from 25 grant holders (GHs), and interviews with the FM, Triple Line, Harewelle, Delta and DFID staff.

Approximately 5,000 documents were made available to the review team. There was so much material that it was difficult to feel confident that something might not be missed. Both the FM and DFID provided important guidance to navigate the documentation.

The ToR made it clear that sampling of programmes was necessary and specified a *representative sample of programmes [...] based on a coherent and robust sampling framework.* A process requiring an element of random selection was designed based on the population. The time required to review the work in a single programme under all the headings required in the ToR was assessed and the number of programmes that could be reviewed with sufficient depth and detail was calculated. The variability between programmes in terms of focus, management, impact and learning was reported to be very high which indicated the need for as large a sample as could be managed by the review team.

The 38 Grant Holders were divided into two populations: the multi-country and the single country because these represent two different constituencies in terms of management systems and average grant size. The review team numbered the two lists 1-23 (multi) and 1-15 (single) which had been in the order in which they applied to the GTF. A random number generator was used to select seven programmes from the multi-country list and then to select five from the single country list. The sample represents over 30% of both populations. A list of the selected programmes can be found in Annex x.

The on-line survey asked GHs questions on the importance of common results in contributing to the impact of programmes; the usefulness of management and reporting tools; on changes if a new global governance fund was to be considered and learning, which formed the largest group of questions. A full report on responses can be found in Annex 10.

Interviews followed a semi-structured format based on questions and discussion points prepared in advance. Persons interviewed were also invited to present issues which they considered the review team ought to know and may not, which presented an opportunity for non-review team priorities to surface. These interviews proved essential to understanding much of what was behind the documentation.

Annex 2: The 12 Sample Programmes

Multi-Country	
GTF 044 PTF (Partnership for Transparency)	Citizens against Corruption
GTF 077 BBC Media Action	A National Conversation
GTF 086 IDASA (Institute for Democracy in Africa)	The Right to Know: The Right to Education
GTF 142 ODI (Overseas Development Institute)	Strengthening citizen demand for good governance through evidence-based approaches
GTF 158 Oxfam GB	Raising her Voice
GTF 170 SFCG (Search for Common Ground)	Football-Based Media to Strengthen Good Governance and Transparency
GTF 361 GNP+ (Global Network of People Living with HIV)	Leadership through accountability
Single Country	
GTF 088 NASCOH (National Association of Societies for the Care of the Handicapped)	Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems
GTF 163 EISA (Electoral Institute for Sustainable Democracy in Africa)	Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society
GTF 309 Living Earth Foundation	Developing Good Governance in the Niger Delta, Nigeria
GTF 312 Zimbabwe Human Rights NGO Forum	Strengthening human rights in governance and transparency in Zimbabwe
GTF 422 PRISMA	Tools for strengthening local governments participatory management within a decentralisation process (Peru)

Annex 3: Management, Learning and Impact Events in the GTF

DATE	EVENT	COMMENT
February 2006	DFID White Paper[1]	The White Paper committed the UK to setting *up a new £100 million Governance and Transparency Fund to strengthen civil society and the media to help citizens hold their governments to account*. [2] This purpose, capacity building, became the purpose of the GTF and informed its design - the ToR, guidelines and criteria used to select programmes and appraise reports. In this purpose there was an assumption that government capacity will increase in response to increased demands from civil society.
2007	GTF launched Concept Note guidelines issued	Key elements of the GTF**:** • Primary objective was capacity building of civil society; • A budget of £100m over five years, subsequently increased to £130m, for larger scale programmes based on a portfolio of activities rather than individual projects. Projects in the portfolio were based in low or middle income counties as defined by DAC, excluding EU accession countries; • One application per organization or consortium was allowed for a budget of between £750,000 and £5m; • There was only one funding round of up to 100% funding, and 85% of funding was for local partners in development counties. In exceptional circumstances a lower figure was considered; • The fund was open to a wide range of not for profit organizations, including organizations registered outside the UK; • Proposals had to address governance and transparency issues by working through a variety of local partnerships and networks[3]. The GTF encouraged flexibility: it was a non-prescriptive demand led competitive fund the purpose of which was set out in the White Paper above. Although proposals had to demonstrate a strategy for addressing governance and transparency underpinned by projects operated by a range of local partners, the full range of partnerships and projects did not have to be included in the proposal. At the start organizations were required to set out initial partnerships and projects and details of the process through which further partnerships and projects would be developed.[4] The GTF started life without its own logframe and organizations prepared their own logframes based on the internal logic of their proposed and evolving programmes. Correspondingly planning for evaluation was weak in many programmes in the early stages. At the start some GHs did not know what local governance issues they would be working on– these evolved in the first year.

[1] DFID, 2006. *Eliminating World Poverty: Making Governance work for the Poor*
[2] DFID, 2006. *Eliminating World Poverty: Making Governance work for the Poor, p.27*
[3] DFID, 2007. *The Governance and Transparency Fund: Criteria and Guidelines,* section 1.1
[4] DFID, 2007. *The Governance and Transparency Fund: Criteria and Guidelines,* section 2.2

		The GTF was designed to support DFID's CAR[5] strategy which supports what has been a central feature of some NGO approaches - a focus on improving accountability and responsiveness in governments. Although the fund focused on the demand side of governance, in the event some programmes also worked on the supply side.[6] The GTF was not open to government agencies in developing countries – the supply side – which limited initiatives for strengthening state capability. Learning what does and does not work in relation to civil society's roles in improving governance and transparency was a key objective for the GTF.[7] Programmes were not required to report against a standard budget template and budgeted according to their proposed activities. This practice tends not to yield standardised data from which to benchmark and assess value for money.[8]
June 2007	GTF original terms of reference	Terms of reference included the appraisal of all concept notes and proposals; providing funding recommendations to DFID; providing feedback to unsuccessful applicants; negotiating and agreeing detailed programme budgets for all successful applicants; issuing grant agreements; checking, authorising and payment of grants; providing advice and guidance to all GHs; appraising all annual reports, evaluation reports and programme completion reports; submitting to DFID an annual progress report on the Fund as a whole; providing advice and guidance to all enquirers about the Fund; maintaining a comprehensive database and financial records of all grants and applications and setting up and maintaining a Fund specific website. At this stage no provision was made in the ToR for technical assistance outside the appraisal process (for example programme visits) or for the development of learning products or events and learning across the GTF.[9] But in the event some days were set aside in the contract for learning – see below.
July 2007	KPMG consortium assigned fund managers	Original contract covered July 2007 to June 2010 KPMG was the lead organization in the KPMG, Tripleline, Delta and Harewell consortium. KPMG was in charge of all aspects of grant management; Tripleline, Delta and Harewell were subcontracted for the assessment of concept notes, proposals, inception reports and annual reports, and in addition Tripleline led on monitoring and evaluation and learning.

[5] Capabilities, accountability and responsiveness.
[6] Burge, Richard, 2010. *Learning from DFID's Governance and Transparency Fund (GTF): Tools, methods and approaches,* p.4.
[7] DFID, 2011, *Consolidated Annual Report Guidelines For Governance and Transparency Fund GHs, Updated: 31 March 2011, p.6*
[88] KPMG, 2011. *GTF*: *Third Annual Report,* p.45.
[9] DFID, 2007. *Terms of Reference: Governance and Transparency Fund Manager*

		In KPMG's technical proposal the GTF was designed to capture and disseminate learning across its wide and diverse range of approaches to governance and communicate this to DFID.[10] Contract included 15 person days/ year for learning. Expected outputs were one learning paper and two learning events to be held in the UK. GTF guidance required that all programmes demonstrate a pro-active approach to gender, age, disability and HIV status or other relevant categorisation to ensure that the GTF was able to learn how it impacts on different groups.[11]
July 2007	Concept Notes and Proposals	441 concept notes received by KPMG in June 2007.
July 2007	Proposal guidelines issued	There was no pro-forma for proposals, but applicants had to provide information on contact details and to provide a programme summary. Guidance on the more detailed narrative included information to support the: • Rationale for the programme; • Achieving impact; • Management arrangements; • Monitoring and evaluation and sharing good practice; • Risk assessment; and • Relevant experience.[12] 272 concept notes progressed to proposal stage. DFID country offices were not involved in screening at concept note stage, but copies of proposals were sent to country offices for comment, which provided an opportunity to comment on feasibility and the degree of alignment with DFID country assistance strategies.
January 2008	Contract amendment	Given the high level of demand for the fund, DFID increased the amount of available funding to £130m.[13]
April 2008	Funding released for the 38 successful proposals	KPMG scored all proposals A, B or C, which were then reviewed by DFID. Those ranked A were funded and those ranked C did not qualify. DFID selected from those ranked B to ensure a geographical and thematic spread of programmes, and to include GHs from the South.
April 2008	GTF portfolio established	In the early stages the 38 GHs had between them 600 partners in more than100 countries, and the number of partners increased to over 1,000 by the fifth year. The GTF portfolio of programmes was diverse. **Thematic Area** — **Number** Administrative Reform and Access to Public Services — 10 Access to Justice and Human Rights — 8 Public Expenditure Monitoring — 5 Controlling Corruption — 4

[10]KPMG, 2007. *Governance and Transparency Fund Management: Technical Proposal*, p. 20.
[11] KPMG, 2007. *Governance and Transparency Fund Management: Technical Proposal*, p. 211.
[12] DFID, 2007. *Governance and Transparency Fund: Guidance on How to Prepare & Submit a Proposal.*
[13] KPMG, 2009. *GTF*: *First Annual Report*, p.1.

		Freedom of Information – Media 4 Participation in Local Government 4 Conflict Prevention / Peace Building 2 International Governance 1 Total 38[14]
July to October 2008	Financial capacity assessments by KPMG and release of funds by DFID.	Financial capacity assessment of GHs included the qualifications of finance and accounting staff, internal control systems, and policies for budgeting, cash management, and procurement. Initial tranches of funding released to GHs. All monies were held by DFID and around 90% of organizations requested budget tranches to be released in advance of expenditure.
September 2008	Contract amendment	Contract amended to include financial risk assessments of southern partners prior to grant agreements.
December 2008	GTF Logframe issued	Inception reports introduced by KPMG and guidelines issued with newly developed GTF logframe. Goal, purpose and outputs were based on the CAR framework. Goal: governments are more capable, accountable and responsive to meet the needs of poor people. Purpose: strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions – at different levels in the governmental system. Outputs: Capability- Leaders and Governments are better able to perform such functions as providing stability, and personal security, regulation, delivering social services and controlling corruption; Accountability - Increased access by citizens to the decision making processes of government, parliaments or assemblies and greater impact on them; Accountability - Increased respect for human rights, the rule of law, a free media and freedom of faith and association by governments at different levels; Accountability –Strengthened CSOs' engagement in the fight against corruption; Responsiveness – Increased opportunities for people to influence and determine policy and legislation; Responsiveness- Improved implementation of policies that are shaped to meet the articulated needs and provision of services and public goods for vulnerable and excluded groups; GTF GHs have increased capacity to effectively monitor their own impact, learn lessons, and disseminate evidence based findings to different audiences.[15]
January 2009	BOND Review of the GTF	This was a survey of applicants to the GTF aimed at generating constructive feedback for DFID and other donors on processes around the application to and disbursement of substantial funds for international development. A total of 26 organisations responded, including one from the South. Recommendations focused on the design of the GTF and the management and requirements of concept notes and proposals.[16]

[14] KPMG, 2009. *GTF*: *First Annual Report*, p.5.
[15] KPMG, 2009. *GTF*: *First Annual Report*, p.31

February 2009	First learning workshop held in London	International workshop focused on monitoring and evaluation. Organised by Tripleline this workshop was attended by nearly 100 people from all 38 GHs. It focused on evidence based learning - on designing and implementing methods to measure the impact of programmes. It also provided an opportunity to a) peer review logical frameworks, discuss the collection of baseline, and examine M&E procedures; and b) network amongst GHs.
March 2009	Inception reports submitted	Inception reports were an important step in strengthening performance management arrangements for the GTF as a whole and for individual programmes. GHs had the opportunity to update sections of their original proposal including the rationale, logical framework, risk assessment, work plan and budget. They were also required to set out how baseline data would be collected and how change or impact would be measured over time. Inception reports also included a country specific political or contextual analysis which underpinned programme implementation. Inception Reports identified the specific GTF programme indicators to which their programme contributed.
April 2009	First annual reporting guidelines issued	The narrative section of annual reports was expected to be about 10 pages in arial 12, The recommended structure was: 1. Programme Identification Details; 2. List of Acronyms; 3. Executive Summary (max 2 pages); 4. Programme Management; 5. Working with implementing partners; 6. Risk Assessment; 7. M&E Arrangements; 8. Logframe changes; 9. Emerging impact on governance and transparency; 10. Cross-Cutting issues; 11. Progress towards sustainability; 12. Innovation; 13. Learning from GTF (max 2 pages). Annexes Annex 1 – Achievement Rating Scale Annex 2 – Most up to date Programme Logframe Annex 3 – Annual Financial Report Annex 4 – Material produced during reporting period Annex 5 – Web Update for your programme Annex 6 – Annual Work Plan for following year (optional). The purpose of the emerging impact on governance and transparency section was to allow DFID to analyse common issues across the entire GTF portfolio. GHs were required to report impact in terms of improving capability, accountability and/or responsiveness (CAR) during the reporting period. Programmes were also encouraged to incorporate strategies to account for relevant cross-cutting issues. Learning from the GTF covered programme plans for learning from their own programmes and to disseminate the results to a wider audience. The purpose of this section was to draw out key lessons from across the GTF portfolio, so that they could be summarised and disseminated for development partners and policy makers.

[16] Hillman, Joni, 2009.*BOND's Review of the Governance and Transparency Fund,* p. 5 and 6.

		GHs were asked to report on their progress towards the relevant indicators in the GTF logframe – providing continued monitoring data to chart the achievements of the GTF since the submission of their inception report. This included providing an achievement rating on a scale of 1 to 5.[17] As part of the learning framework, GHs were asked to produce 500 word impact articles that highlighted significant achievements and emerging results.[18]
March 2009	Programme visit	Tripleline visited Ma'an Network in the Occupied Palestinian Territories – monitoring and evaluation focus.[19]
April 2009	Programme visit	Tripleline visited South Africa and Zimbabwe - monitoring and evaluation focus.[20]
Between April and end of June 2009	First annual reports submitted by GHs	Annual reports followed the financial year, those of 2008/2009 covered up to nine months of programme activities**.** Progress was limited for most organisations during this start-up phase. All 38 GHs requested amendments to their grant arrangements to reflect changes in programme budgets and/or logical frameworks.[21]
April 2009	MTR and FER guidelines issued	Evaluations of progress and final outcomes and impact, MTRs and FERs were structured: 1. Title Page including Programme Identification Details 2. Table of Contents 3. Abbreviations / acronyms page 4. Executive summary (maximum 3 pages) 5. A short introduction to the programme 6. The evaluation methodology 7. Findings in relation to standard review criteria 8. Innovation 9. Summary of recommendations. Common annexes could include: ▪ Achievement Rating Scale ▪ Terms of reference for the MTR / FER ▪ Evaluation schedule / timetable ▪ List of people met ▪ Documents consulted ▪ Detailed statistical data such as updated baseline surveys, etc. GHs were required to use standard review criteria – relevance, impact, efficiency, effectiveness, equity, sustainability, value for money and replicability. Other important learning and impact sections in the FER were the assessment of impact; the statement of the extent to which the impact has directly or indirectly contributed to a reduction in poverty and lessons and the key recommendations to DFID or the lead organisation and implementing partners.

[17] DFID, 2007. *Annual Report Guidelines For Governance and Transparency Fund GHs, 7th April 2009*
[18] KPMG, 2011. *GTF*: *Third Annual Report*, p.34.
[19] KPMG, 2009. *GTF*: *First Annual Report*, p.12.
[20] KPMG and Tripleline, 2009. *DFID Governance and Transparency Fund Report on Visit to RSA & Zimbabwe, 18th - 30th April 2009*
[21] KPMG, 2009. *GTF*: *First Annual Report*, p.2.

		Achievement ratings were also required**.** [22]
April 2009	Project completion report guidelines issued.	Maximum required of the narrative was 20 pages in Arial 12 excluding annexes: 1. Programme Identification Details 2. List of Acronyms 3. Executive Summary (max 3 pages) 4. Key Findings 5. Recommendations Annexes Annex 1 – Final Achievement Rating Scale Annex 2 – Final Logical Framework Annex 3 – Final Financial Report Annex 4 – Final List of Material Produced during programme Annex 5 – Final Web Update Documented learning requirements were the same as those of annual reports above.[23]
December 2009	KPMG first annual report	No annual reporting requirements for the fund manager set out by DFID. Management: • Inception reports provided scope to strengthen programme performance reporting and accountability to the GTF, in particular through the advice provided to GHs on programme planning and logframes. Learning: • Overall learning in the annual report focused on the potential of the GTF for learning; • Emerging evidence presented from five programmes – UCL, Search for Common Ground, Gender Links, Global Witness and Amnesty International. Evidence focused on description and activities of programmes; • GTF experience contributed to one DFID funded study on measuring change and the quality of evidence supporting transparency and accountability initiatives**.**[24] Outcome/ Impact: • Claims made about improving capacity in GHs (strengthening management skills and performance monitoring);[25] • No evidence presented to support this, but the GTF had only been operational for nine months, and most programmes had been focused on establishing themselves.
January 2010	Revised ToRs issued for	These added a section on lesson learning and communications, requiring KPMG to strengthen capacity to capture and disseminate

[22] DFID, 2009. *Guidance on Commissioning a Mid-Term Review and FER For Governance and Transparency Fund GHs* and *DFID, 2009, Addendum to Guidance on Commissioning a MTR (MTR), 29th April 2009.*
[23] DFID, 2009*. Project Completion Report Guidelines For Governance and Transparency Fund GHs, 7th April 2009*
[24] Holland, Jeremy and Allyson Thirkell et al, 2009 *Measuring Change and Results in Voice and Accountability Work*
[25] KPMG, 2009. *GTF*: *First Annual Report*

	KPMG	lessons learnt from the GTF – at programme and fund levels and with DFID.[26] The budget allowed for 8 country visits, 2 thematic papers to coincide with 2 learning events. This responded to increasing interest in DFID about results, value for money, evaluation, and capturing and disseminating lessons.[27]
February 2010	Programme Visit	Tripleline and DFID visited programmes in Kenya. Focus of the visit was monitoring and evaluation.
April 2010	Addendum to first reporting guidelines issued	This offered additional clarification to the guidelines for sections on risk assesment; merging impact on governance and transparency and learning from the GTF. Additional explanations were also provided to help GHs with annexes on the achievement rating scale and the annual work plan.[28]
June 2010	First learning paper produced.	This paper which was directed at GHs mined tools, methods and approaches used in the design of GTF programmes and which could be used to allow the GTF to focus more clearly on results and impact. As a first phase of learning it focused on methods and tools which showed early signs of success. Key findings for management, learning and impact included: [29] Learning for Design and Fund Management • The flexible design of the fund ensured the use of a rich diversity of tools and methods, some of which were new or innovative in how they were designed or applied; • Contextual and political analysis was not only used to provide a rationale for programme design at the inception state: for some GHs it also identified new governance or advocacy targets and was used to guide and adapt interventions, particularly in fragile states; • Some GHs attempted to describe a theory of change which underpins their programme. At the same time there was a need for GHs to challenge the assumptions in their theories for change and to review the theory if necessary; • Programme governance and management was a challenge for many GHs, the amount of time and resources spent on this at the start were crucial. Delays were more common and pronounced in multi-country programmes which were exploring new partnerships rather than working with existing or known partners, for example when concepts of governance and tools and methods had to be agreed; • Comparative advantages within and between GTF programme were not always clearly identified underscoring a need for coordination to enhance learning and impact; • Coordination with DFID was most effective when DFID advisors viewed GTF work as integral to their wider in-country portfolio. In-country learning events (mainly hosted by DFID offices) presented opportunities for sharing lessons, identifying comparative advantages and seeking joint collaboration in future action.

[26] DFID, 2010. *Revised Terms of Reference for the Governance and Transparency Fund Manager,* p.5.
[27] DFID, 2012. *MTR Governance and Transparency Fund*, p.26.
[28] DFID, 2010. *Addendum to Annual Report Guidelines For Governance and Transparency Fund GHs, 27th April 2010*
[29] Burge, Richard, 2010. *Learning from DFID's Governance and Transparency Fund (GTF): Tools, methods and approaches,*

		Learning for Effectiveness • The GTF presented a special opportunity for practical field based research in governance; • For a number of programmes baseline research raised issues that may not have come out clearly enough at the design stage. Baseline studies helped identify new or emerging issues that needed to be addressed, and were considered good practice in the GTF; • A number of programmes made important contributions to the implementation of DFID's CAR framework. But overall strengthening responsiveness for government capability was not seen as a main focus of the GTF, although a few engaged in training government officials. Some GTF programmes understood the risk of raising expectations on the demand side which could not be met on the supply side. A need to get the balance right between the demand side and the supply side was noted; • Opportunities for advocacy and networking were stronger when organizations had a common understanding of what it is they wanted to change. Building coalitions around common themes was central to several GTF programmes; • For some organizations the GTF introduced or strengthened an approach to governance and transparency that cut across their other programmes. GTF work helped change the nature of some organizations and mainstreamed governance issues in others.; • Scoring systems were identified as an effective tool to measure performance and changes in governance, and the media was demonstrated to be a key player and tool in promoting governance issues; • With respect to measuring progress within the GTF a need to develop further robust M&E was identified – to provide evidence of results and impact and to shape on-going programmes and plan. GHs struggled to identify SMART[30] indicators, and getting a right balance between qualitative and quantitative indicators; • A range of tools, qualitative and quantitative, were used to measure and document behaviour change. One of these, Most Significant Change stories, which had been undertaken by one GH, Transparency International, was subsequently used by the fund managers to demonstrate changes brought about by GTF programmes; • Evidence was starting to emerge that learning was taking place within GTF programmes. In addition some GHs were starting to reach out to a wider audience, for example through web-sites and the media. Intended readership was: • GHs and partners – to assist them in measuring, tracking the contribution or attribution of results to impact, and reporting; • DFID, in particular CSD and Governance Advisors – to assist with portfolio level measuring tools; and • A wider audience on publication. Tripleline to date are still getting feedback from this paper.

[30] Specific, measurable, achievable, realistic and time bound.

April to end of June 2010	Second annual reports received from GHs	No change in reporting requirements.
July 2010	Contract extended	Contract extension for core fund management functions covering July 2010 to June 2012.
September 2010	Second learning workshop held in Brighton Learning paper presented[31]	International workshop *Advancing Governance and Transparency around the world: Applying tools and methods to achieve results in Governance* was the second annual workshop of the GTF. The purpose of the workshop was to improve programme implementation, impact and results by sharing information about how methods and tools are being applied and how key risks and challenges can be managed. Two themes emerged – how to engage with DFID and how to communicate learning within the GTF.[32] It was attended by representatives from all 38 GHs.[33]
September 2010	Learning transferred	Learning was transferred from Triple Line to KPMG, who recruited an academic researcher to support learning.
Second half of 2010	Increasing demand from DFID for evidence of impact	An increased focus on the impact of aid in leading to improvements in the lives of the poor had repercussions for the GTF, which had as its purpose capacity building of civil society. Monitoring and evaluation tools and methods which had been designed to measure capacity building had to be re-oriented. Some programmes found this shift problematic as they did not feel they could take responsibility for specific improvements in government policies or the delivery of government services.[34]
October 2010	Contract amendment	Amendment for additional scope for learning (site visits, workshops, 1 day technical support to GHs).
December 2010	KPMG second annual report	No annual reporting requirements for the fund manager set out by DFID: Management • GTF website operational in 2009/10; • Budget Amendments required for all GHs due to changes in logframes and because of requests to transfer unspent funds into future programme years. Learning • Emerging evidence presented for three programmes – BBC World Service Trust, Transparency International and Christian Aid. Overall the evidence focused on description and activities of programmes, with some results; • Overall learning for the GTF – see the first learning paper (June 2010) and the two workshops (February 2009 and September 2010). Outcome/ Impact

[31] Burge, Richard, 2010. *Learning from DFID's Governance and Transparency Fund (GTF): Tools, methods and approaches* and

[32] KPMG and Tripleline, 2010, *Advancing Governance and Transparency around the world: Applying tools and methods to achieve results in Governance, p.1*

[33] DFID, 2012.*Governance and Transparency Fund MTR,* p. 27.

[34] KPMG, 2012. *Management Response to the GTF MTR Report*., p.5.

		• The three examples of emerging evidence focused on capacity building in civil society as the outcome – in keeping with the purpose of the GTF. Examples showed the potential for the impact of results.[35] Annual report did not include reporting against the logframe, although a separate document noted what programmes had reported against what aspect of the narrative summary – goal (impact), purpose (purpose) and outputs. This information was gleaned from inception reports.[36]
March 2011	Programme Visit	KPMG visited programmes in Uganda. The focus of the visit was to verify the progress and capture lessons learned, and improve coordination.[37]
March 2011	Programme Visit	KPMG and DFID visited programmes in Sierra Leone, The focus of the visit was to improve coordination and learning between the eight existing GTF partners and with DFID-SL; verify progress and provide technical advice; and, capture lessons for the forthcoming learning Papers.[38]
March 2011	Consolidated annual reporting requirements issued.	This update consolidated the previous reporting instructions of 2009 and 2010, and included simplified guidelines for reporting short articles. In line with the 'Aid Transparency Guarantee' of the UK Government DFID required all GHs to post their annual reports on their external websites and to provide KPMG with a corresponding web link that was displayed on the DFID GTF web pages. Additional annexes were required on: Annex A7 – Local Partners List Annex A8 – Contacts List Annex A9 – Short Articles about the emerging impact of your programme Annex B1 – Detailed Programme Budget for all project years Annex B2 – Politically Sensitive Information Annex C1 – Any Outstanding Issues[39]
April 2011	Programme visit	KPMG visited programmes in Ghana. The focus of the visit was to verify progress, identify lessons learned and improve coordination.[40]
Between April and end of June 2011	Third annual reports received from GHs	Each GTF programme was required to submit two short articles with their third annual report describing the impact of key interventions
June 2011	Programme Visit	KPMG visited programmes in Nepal. The focus of the visit was to verify progress, identify lessons learned and improve coordination.[41]
August 2011	Programme Visit	KPMG and DFID visited programmes in Tanzania. The focus of the visit was to verify progress, capture lessons learned and improve coordination.[42]

[35] KPMG, 2010. *GTF*: *Second Annual Report*, p. 7.
[36] KPMG, 2010, *Mapping of GTF Programmes against the 2010 Logframe*,
[37] KPMG, 2011. *Uganda Country Visit Report*.
[38] KPMG, 2011. *Sierra Leone Country Visit Report*.
[39] DFID, 2011, *Consolidated Annual Report Guidelines For Governance and Transparency Fund GHs, Updated: 31 March 2011.*
[40] KPMG, 2011. *Ghana Country Visit Report*
[41] KPMG, 2011. *Nepal Country Visit Report*
[42] KPMG, 2011. *Tanzania Country Visit Report*

August 2011	First thematic learning Workshop held in Dar es Salaam Workshop report produced *Media, Civil Society and Governance*.[43]	First thematic workshop on *Media, Civil Society and Governance* aimed at sharing experiences in media and communications to learn from GTF programmes about what works, when ,and where and to learn from each other about strategies for better integrating media into GTF programmes. Key findings were that: • There exist two overlapping paradigms of media engagement, whether the media is a target or a tool. More should be done to ensure they are mutually reinforcing rather than competing; • Mainstreaming media into governance work is important but not at the expense of dedicated expertise on the subject; • Learning must be built into a media strategy to allow organisations and the media to understand and adapt to specific contexts; • Civil society organisations must begin to think more like journalists; use media tools to generate relevant content not just to report on activities; • It is important to be newsworthy and not rely on convincing the media of the importance of the issue; make the issue important and the coverage will follow' • Monitoring and measuring impact is critical for demonstrating value for money and ensuring that messages are reaching target audiences.[44] It was attended by 32 representatives from 18 programmes, plus DFID representative from the UK and country offices, and KPMG staff.
September 2011	Tripleline contract ended	
October 2011	Programme Visit	KPMG visited programmes in Peru. The focus was to verify progress and capture lessons learned.[45]
By December 2011	Over 33 MTRs conducted	Programmes with duration of more than 42 months, 33 of 38 programmes, were required to commission an independent MTR Of the 33, 16 programmes were considered to be largely on track; 14 programmes required closer monitoring and some modifications and 4 programmes required significant restructuring. This involved reducing the scope of expected outputs and corresponding modifications to programme logframes and/or reductions to budgets Many MTRs struggled to provide evidence of robust methodologies for considering value for money.[46]
December 2011	KPMG third annual report	Annual reporting requirements set out by DFID for this report onwards.

[43] KPMG, 2011. *Media, Civil Society and Governance: DFID Governance and Transparency Fund Learning Workshop.*
[44] KPMG, 2011. *Media, Civil Society and Governance: DFID Governance and Transparency Fund Learning Workshop*, p.1.
[45] KPMG, 2011. *Peru Country Visit Report*.
[46] KPMG, 2011. *GTF*: *Third Annual Report*, p.47.

		Management • Logframe updated using the achievements of programmes to inform indicators (see below); • Red, amber, green (RAG) ratings provided from annual reports 1 to 3, plus the MTRs. At the third annual report stage no reds were reported with the 38 programmes evenly split between amber and green.[47] Learning was structured into two broad categories: • Operational learning within programmes and across the GTF; • Innovation not yet widespread in the use of social media and employing tools for measuring impact – this was attributed to the original selection criteria in the GTF which favoured using already proven methods; • Evident shift towards measuring more precise outcomes in monitoring and evaluation, for example public opinion monitoring, policy advocacy scales and most significant change methodologies; • But defining credible indicators for measuring outcomes and impact presented a challenge for many programmes. The level of effort required to support the development of logframes and other planning instruments was underestimated; • Tendency for programmes to confine the use of media and communications to major events rather than as an element of strategic planning in the programme; • Design of the GTF had exceeded expectations in terms of the number of partnerships and networks developed; • Further guidance on how to assess value for money in programmes was required (MTRs did not cover this adequately); • Limited benchmarking data and inconsistent budget formats hampered many efforts at programme level and also at fund level. Thematic lessons: • Programmes had recognised the need to build relationships with non-state actors as well as governments, including warring factions in fragile states; • Transparency International's network of Advocacy and Legal Advice Centres had gone beyond the resolution of individual cases – precedents had been established around which other organizations could structure their own efforts; • The advocacy work of grass-roots organizations had benefited from standards established by International Budget Project for transparent government planning, which demonstrated the validity of combining top-down and bottom-up approaches; • Approaches to increasing access to public services were identified as being particularly suitable for value for money assessments.[48] Other: • GTF experience contributed to one DFID funded study on measuring change and the quality of evidence supporting transparency and accountability.[49]

[47] KPMG, 2011. *GTF*: *Third Annual Report*, p.48.
[48] KPMG, 2011. *GTF*: *Third Annual Report*, p.4 and 5.

		Impact: • Progress achieved against the indicators in the logframe presented in terms of beyond target, in progress and on track. Numbers (aggregated achievements) are not presented. But the accompanying narrative provides examples of specific outputs;[50] • At this stage 40 impact articles had been prepared by GHs. It had been hoped that these would provide a qualitative evidence base about the potential for civil society engagement in strengthening and improving governance.[51] But because in the event these had limited utility it was decided to ask GHs to submit short articles instead.[52]
December 2011	Logframe adapted in the third annual report	The GTF theory of change was adapted from the theory of change articulated in the Programme Partnership Arrangements and Global Poverty Action Fund.[53] The GTF logframe of 2008 was revised to more tightly reflect CAR.[54] Indicators were developed from a mapping exercise of programmes, which drew on the breadth and depth of programme achievements. <u>Goal/ Impact</u> *Governments are more capable, accountable and responsive to meet the needs of poor people*. Three periodic governance indices were selected to indicate progress of the GTF in terms of its impact on capabilities, accountability and responsiveness (CAR): • The Government Effectiveness index from the World Bank's Worldwide Governance Indicators; • International Budget Partnership's Open Budget Index; and • Transparency International's Corruption Perception Index. Ten countries were selected to monitor these indices: Ghana, Kenya, Nepal, Nigeria, Peru, Sierra Leone, South Africa, Tanzania, Uganda and Zimbabwe. Progress against these indicators will be analysed at the end of the GTF programme. <u>Purpose/ Outcome</u> *Strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions – at different levels in the governmental system.* For its capacity building outcome three indicators were selected to measure progress: • The Voice and Accountability' index from the World Bank's Worldwide Governance Indicators; • The number of communities, CSOs and civil society coalitions empowered to demand improved governance and transparency; and • The number of significant change stories that would show good practices of civil society in holding governments to account and achieving sustainable improvements in key aspects of good governance.

[49] McGee, Rosemary and John Gaventa et al ,2010. *The Impact and Effectiveness of Transparency and Accountability Initiatives: Synthesis Report.*
[50] KPMG, 2011. *GTF*: *Third Annual Report*, p.23 to 29.
[51] KPMG, 2011. *GTF*: *Third Annual Report*, p.34.
[52] Email from KPMG to the review team, 12th February 2014.
[53] KPMG, 2011. *GTF*: *Third Annual Report*, p.11.
[54] KPMG, 2011. *GTF*: *Third Annual Report*, p.13.

		<u>Outputs</u> *1. Capability- Leaders and Governments are better able to perform such functions as providing stability, and personal security, regulation, delivering social services and controlling corruption.* Indicators: • Budget allocated to public services and goods for vulnerable and excluded groups; • Number of officials trained for better management and provision of services. *2. Accountability - Increased access by citizens to the decision making processes of government, parliaments or assemblies and greater impact on them.* Indicators: • Number of key information documents available to the media and public in a timely manner throughout the budget/policy cycle; • Number of women empowered through collective action in associations, self-help groups and increased access to knowledge, services, assets and choice. *3. Accountability - Increased respect for human rights, the rule of law, a free media and freedom of faith and association by governments at different levels.* Indicators: • Number of disadvantaged and vulnerable people with understanding of human rights and ability to claim rights; • Media coverage of governance issues (stories on radio, print, or TV); • Number of strengthened media organisations and trained journalists; • Number of human rights abuses addressed by authorities. *4. Accountability –Strengthened CSOs' engagement in the fight against corruption.* Indicators: • Number of corruption cases recorded by Advice and Legal Action Centres and other CSOs of particular relevance to poor people. *5. Responsiveness – Increased opportunities for people to influence and determine policy and legislation* Indicators: • Evidence of the state's ratification of relevant International Conventions affecting human rights particularly those that affect poor people; • Number of legal or administrative pro-poor measures proposed and/or adopted in which CSOs have influenced content. *6. Responsiveness- Improved implementation of policies that are shaped to meet the articulated needs and provision of services and public goods for vulnerable and excluded groups.* Indicators: • Number of vulnerable and excluded people accessing more appropriate services and public goods: — School Enrolment (SE); — Water and Sanitation (W/S); — HIV/AIDS, (HIV/AIDS); — Reproductive health service; — General Health services (GHS); — Improved judiciary system (IJS).

		Output 7 of the original logframe - *GTF GHs have increased capacity to effectively monitor their own impact, learn lessons, and disseminate evidence based findings to different audiences* – was dropped.
March 2012	Updated consolidated annual reporting requirements issued.	Required structure of annual reports remained unchanged but more guidance was provided on how to fill in the different sections. To support learning the updated guidance also suggested general questions for all GHs to answer, and thematic questions for relevant programmes. DFID not obligated to approve requests for reproofing funds from one fiscal year to another. [55]
March 2012	Updated Project completion report guidelines issued	Maximum of 20 pages allowed for the narrative report. PCRs were required to focus on impact rather than listing activities and additional annexes were required: Annex 6 – FER; Annex 7 – Politically sensitive information. Documented learning and rating achievements against the 1 to 5 scale remained a requirement. [56]
March 2012	Self-directed working group	UK learning events gave rise to the establishment by GHs of self-directed working groups. The aims of these groups were to examine the evidence so far and to derive lessons to deepen learning. The first meeting was held in March 2012: *Demand side governance: are we overstating the claims on social accountability*? Convened by ODI.
April 2012	Programme Visit	KPMG and DFID visited programmes in South Africa. The focus of the visit was to verify progress, capture lessons learned and improve coordination.[57]
April 2012	Second thematic learning workshop held in Johannesburg Draft learning paper produced.[58]	Civil Society in Fragile States workshop with 22 participants, representing 17 GTF programmes. The workshop had two objectives – to identify emerging lessons from the GTF as to what role civil society could and should play in fragile states and to learn how civil society could be most effective in helping to achieve democratic governance objectives in these settings. Key findings were that: • There remained insufficient understanding of state-society relations in fragile contexts, which affected governance outcomes; • Mapping the power-holders and structures of power was a critical first step in designing programmes; and that this had to be constantly updated; • It is usually better to try collaboration first before moving to confrontation; changing the incentives of power-holders is the only way to make change sustainable; • Civil society is ideally placed for working in fragile states: flexibility, proximity, and cross-border capacities; and

[55] DFID, 2012. *Consolidated Annual Report Guidelines For Governance and Transparency Fund GHs, Version 4,* p. 7
[56] DFID, 2012, *Project Completion Report and FER Guidelines for Governance and Transparency Fund GHs.*
[57] KPMG, 2012. *South Africa Country Visit Report*.
[58] KPMG, 2012. *Civil Society and Fragile States*.

		• Civil society also faces big risks in these settings in the form of gaining and maintaining legitimacy, personal security, and avoiding becoming part of the problem.[59]
May 2012	Self-directed working group	Second UK working group event: *Making women's voices count: from participation to power*. Convened by Oxfam.
Between April and end of June 2012	Fourth annual reports received from GHs	Each GTF programme was required to submit two short articles with their fourth annual report describing the impact of key interventions.
July 2012	Fund Management and Spheres of Influence Workshop	Co-hosted by DFID and Tripleline this workshop took place under Chatham House Rules and focused on what influence fund managers have, limitation and what different agents could be held accountable for. [60] It was attended by the GTF, donors and some NGOs.
July 2012	Self-directed working group	Third UK working group event: *How does 'value for money' express itself in citizen voice and accountability programmes?* Convened by Christian Aid.
July 2012	MTR	Desk based review undertaken by DFID which analysed the GTF's progress up until July 2012 in terms of its impact, effectiveness and efficiency. Key findings for management, learning and impact included: • Finding a wealth of evidence of results at the level of outputs, with some programmes reporting significant results. But the inability of many programmes to accurately measure, monitor, systematically analyse and synthesise their results undermined assessing impact. • The non-prescriptive demand-led design of the GTF was in part responsible for this, coupled with weak logframes and indicators more focused on processes and activities than results. • Missed opportunities for learning at the start had been addressed to a certain extent with activities and tools in place for more systematic learning. • Risk management, mitigation and capacity building were areas for improvement. There was scope for learning around where risk management has and has not worked, and a need for a targeted approach to capacity building in poorly performing programmes. • A need to measure in detail the management costs of the GTF. • The GTF had not always been up to date with DFID's governance policies, thinking and business requirements.[61] With specific respect to learning the review identified: • Little evidence that learning which had taken place in workshops had been shared across the GTF to improve knowledge and practice. • Likewise evidence between the practical experiences of the GTF and evolving policy, in particular DFID policy was

[59] Gender Links, 2012. *Civil Society in Fragile States*: *DFID Governance and Transparency Fund Learning Workshop, p.1*
[60] Tripleline, 2012. *Fund Management & Spheres of Influence Workshop Co-hosted by DFID and Triple Line Consulting*, *Triple Line's offices, 26th July 2012*
[61] DFID, 2012.*Governance and Transparency Fund MTR*

		weak. • Country-level roundtables and workshops provided opportunities, and in some cases led to communities of practice. They were also important for sharing innovations, in particular how innovation works. But more information was needed on what specific learning had been shared and acted on, and what improvements on the ground this had led to. • Learning sections in KPMG annual reports tended to focus on activities undertaken and occasionally what these activities had led to. More analysis of what had been learned was needed to know what would work in what context, under what conditions, and what was adaptable or not to other contexts. Key points in KPMG's response to the MTR: • In its criticisms of evidence of learning KPMG considered the MTR to have not considered the original ToR and the budget for fund management. • Evidence of impact signposted in Annex 4 of the third annual report, which it was planned to build on. Body of tangible evidence was growing, and it pointed to significant results and impact. But quantitative aggregation across the GTF was problematic because of the non-prescriptive nature of the design of the GTF.[62] • KPMG agreed with all the recommendations, which included: — A stakeholder analysis of levels of engagement and information required, which would inform a learning and impact strategy; — To explore the use of more interactive information sharing and lesson learning tools; — To move lesson learning from the level of activity to tracking improvements realised, which would be the central component of a learning and impact strategy; — To undertake a stock take of how programmes contribute to the objectives of the GTF; — To strengthen reporting on results against GTF logframe targets and introduce an early warning system, which would form part of the learning and impact strategy; — Balancing the quantitative approach to measurement with qualitative evidence of impacts; — To promote a more proactive approach to risk management – a risk management strategy; — To quantify the management costs of the GTF across the various management levels of the fund.[63]
2012	DFID information need survey	Survey of 12 Governance Advisors in DFID country offices to identify information needs for the GTF[64]. Amongst its findings were: - Advisors want to know how to measure the impact of governance, transparency and accountability; - Value for money analysis needs to incorporate both risks and returns;

[62] KPMG, 2012. *Management Response to the GTF MTR Report*, p.6 and 7
[63] KPMG, 2012. *Management Response to the GTF MTR Report*, p.8 to 10.
[64] DFID, 2012. *Identifying the learning needs of the GTF's key stakeholders.*

		- A preference for short case studies as opposed to long, lesson learning documents, which provide specific information on how a given indicator/ theory of change / programme etc actually works in practice; - There is a need to also learn from what has not worked.
July 2012	Revised ToRs for KPMG issued and concluded in October 2012	Stronger emphasis was placed in identifying lessons learnt, and additional resources being allocated to identifying lessons learnt and impact from the GTF. These recognised the shortcoming of the case studies and the short articles and resulted in additional resources being allocated to the task of deepening evidence from the GTF. Resources allocated to developing an impact strategy to address gaps in the quality of evidence[65]
September 2012	Self-directed working group	Fourth UK working group event: *The media: a game changer? Analysing its role in promoting more inclusive policy-making*. Convened by BBC Media Action.
September 2012	Evidence agenda becoming a higher priority	Short articles dropped in favour of Most Significant Results papers (MSRs).
October 2012	Contract extended	Contract extension covering July 2012 to March 2014 – increase for learning and impact strategy.
October 2012	KMPG original learning and impact strategy	This was the first of several drafts to meet the increasing demands for an evidence based approach/ impact focused approach to monitoring and evaluation and reporting.
December 2012	Learning and impact strategy	Revised learning and impact strategy produced.
December 2012	Fourth annual report	Management: • The Achievement Rating Scale can be a blunt and brief instrument for measuring progress in addressing complex governance initiatives;[66] • A total of 119 changes made to logframes since the start of the GTF. This averages at three logframe changes per GH. Most were attributed to feedback provided during the annual reporting process and in most cases have been aimed at improving the definition of indicators and methods for measuring the impact of individual programmes;[67] • Report identified several ways in which fund management costs could be reduced: — Establish a network of pre-approved in-country or regional consultants. This would enable an increase in the frequency of site visits while decreasing international travel and per diem costs; — Consider reducing the number of learning papers and events. Another possibility would be to combine learning events across other CSD funded programmes; — Consider the horizontal integration of primary fund management functions across all of CSD's programmes. For example, this could result in having

[65] DFID, 2012. *Governance and Transparency Fund Revised Terms of Reference*.
[66] KPMG, 2012. *GTF*: *Fourth Annual Report,* p.2
[67] KPMG, 2012. *GTF*: *Fourth Annual Report*, p.33.

		one contracted agent appraising proposals, another for paying claims and financial administration, another for M&E functions and learning. This would allow firms to focus on their specific area of expertise, increase transparency, and assure greater consistency of reporting and results across all of CSD's programmes; — Consider bulk contracting of MTR and FERs. Additional savings and greater reporting consistency could be achieved in the MTRs and FERs of individual GTF programmes; — Currently each GTF programme is responsible for identifying and funding an independent MTRs and FERs of their programme. DFID could consider reducing allocations for the remaining FERs from individual programmes and contracting a single external Evaluation Manager; — Savings could be achieved through the efficiency of combining FERs of programmes in the same country and through economies of scale. It would also result in greater consistency of evaluation across all programmes; — Withhold approval for any future requests for no-cost extensions. While this may be an unpopular decision it would serve as a reminder to all organisations on the importance of meeting stated targets by specified deadlines. [68] Learning: • Seventy-two 500-word edited short articles available to stakeholders. While these were useful for responding quickly to general questions about the GTF, they were not designed to include detailed evidence of impact or make an assessment of the quality of supporting evidence. Hence the shift to documenting MSRs.[69] Key messages from the analysis of programme annual reports included: • 'Best fit' approaches to governance are making an impact but remain controversial; • Reviving customary law lends legitimacy and sustainability to resource policies; • Non-custodial sentencing is a cost-effective alternative for non-violent offenders; • Human rights education can be effective, if delivered in a locally relevant way; • Anti-corruption campaigns work best at the local level, where incentives are stronger; • Peace-building requires changing perceptions and attitudes; • Participation matters greatly in post-conflict environments; • Information must be accompanied by training for poor rural communities.[70] Outcome/Impact: • Impact measured using the Voice and Accountability Index and difficulties of attribution discussed; • Quantified information provided on numbers of civil society

[68] KPMG, 2012. *GTF*: *Fourth Annual Report* p.41
[69] KPMG, 2012. *GTF*: *Fourth Annual Report*, p.15.
[70] KPMG, 2012. *GTF*: *Fourth Annual Report,* p.2

		organizations strengthened and number of case study material produced; • Progress achieved against the indicators in the logframe presented in terms of target exceeded, on track, in progress, varies by sector, to be done at end of programme**.** Numbers (aggregated achievements) are not presented. But the accompanying narrative provides examples of specific outputs.[71]
2012	Draft learning papers submitted	Submitted to DFID *Bending the long arm of the law to help the poor* – features in a workshop in London. *Weapons and tactics in the battle against corruption* – it is unclear what has happened to this paper.
January 2013	Learning and impact strategy	Revised learning and impact strategy produced.
January 2013	Self-directed working group	Fifth UK working group event: *What kinds of social accountability models might work best in fragile states and why?*
January 2013	Beneficiary feedback	Survey conducted to gather GH views of the quality of feedback provided by the Fund Manager during the annual report assessment process: • Over 80% of GHs stated that the guideline for the fourth annual report were clear, the timing for submission was adequate, and the feedback received was constructive. Two expressed concerns about the appropriateness of the length and format to report on complex multi-country projects. Other comments also questioned the whether the case studies in their current required format are useful or are efficient in demonstrating programme effectiveness; • Several shared concerns that the process of waiting to receive feedback, having to resubmit large sections of the report and tight deadlines for responding to the feedback was very disruptive. In some of these cases, GHs lost trust with local partners, lost staff due to concerns about job security, and felt rushed to provide time-intensive responses to feedback; • Feedback was incorporated in the revised reporting guidelines issued to GHs at the end of February 2013.[72]
February 2013	Self-directed working group	Sixth UK working group event: *Ensuring the sustainability of governance programmes and their impact over time: international actors as problem and solution?* Convened by Water Aid.
February 2013	Learning and impact strategy	Addendum added to the draft strategy.
February 2013	Reporting guidelines revised	
Between April and	Fifth annual reports	

[71] KPMG, 2012. *GTF*: *Fourth Annual Report*, p.16 to 21.
[72] KPMG, 2013. *GTF: Fifth Annual Report*, p.22 and 23.

end of June 2013	received from GHs	
June 2013	Overseas visits discontinued.	A decision taken to discontinue planning for overseas visit on the basis that the value of the events had been insufficiently justified.[73]
June 2013	Learning and impact strategy	Consolidated learning and impact draft strategy produced.
July 2013	KPMG contract amended	Contract amended to incorporate the revised learning and impact strategy. This used a results focussed approach to learning within the GTF and with DFID. Main elements of the strategy: • Articulating the "big results"; • Analysis of the individual results; • Assessing Value for Money; • Verifying and deepening lessons; • FERs; • Verification and learning field visits; • Briefing papers; • Communicating the results and the lessons.[74]
August 2013	Changes to logframe	Objectives remained the same, but indicators and assumptions were revised. Two standard DFID indicators included to enable the GTF to contribute to DFID global reports.[75]
November 2013	All GTF funded activities finished	
December 2013	KPMG Fifth annual report	Management: • Radical revision made to assumptions in the GTF logframe. This revision was informed by the theories of change in the Most Significant Results and the logframes developed for country-led DFID CSO governance programmes;[76] • Some of the outputs in the GTF logframe are closer to higher level objectives, which may have encouraged GHs to develop ambitious objectives;[77] • RAG rating - 23 programmes rated green; 12 rated amber and 2 rated red. Management issues meant the red programmes were closed down. Using the achievement rating scale 5 programmes had fully achieved their objectives; 22 largely; 7 partially and 4 had very limited achievement. Scope and budgets for all four "4" rated programmes were significantly curtailed;[78] • Annual over and under spending reported by programmes: Around two thirds of GHs requested budget amendments. Additional justification was sought in all cases. In retrospect, the Fund Manager should have been more proactive in assuring greater accuracy in annual budgeting;[79] • Broad observations and conclusions drawn about the validity of assumptions from the logframes of programmes in six countries where the GTF had a critical mass of

[73] KPMG, 2013. *GTF: Fifth Annual Report*, p.41.
[74] KPMG, 2013. *GTF Learning and Impact Strategy*
[75] KPMG, 2013. *GTF: Fifth Annual Report*, p.22.
[76] KPMG, 2013. *GTF: Fifth Annual Report*, p.23.
[77] KPMG, 2013. *GTF: Fifth Annual Report*, p.23
[78] KPMG, 2013. *GTF: Fifth Annual Report*, p.26
[79] KPMG, 2013. *GTF: Fifth Annual Report*, p.26

		programmes: Liberia, Nigeria, Uganda, Kenya, Malawi and Zimbabwe;[80] • Comment on the operation of the risk management strategy- political, legal, violence, disease, environmental, economic, design and delivery, fiduciary and reputational risks. Risk analysis is stronger at programme than project level.[81] Value for money: • The total cost of all fund management activities amounts to less than 4% of the total original volume of the fund; • Savings amount to about 6% of the total management fees and reimbursable costs for the final two years of the programme. The bulk of savings, over 80%, resulted from the downscaling or closure of programmes.[82] Learning: • Over 100 draft Most Significant Results submitted, with 97 forwarded to revision stage; • Six thematic briefing papers submitted to CSD; • *Briefing Note on Value for Money in the GTF's Most Significant Results;* • *Briefing Paper: Civil society strategies to bring about changes in the practices of duty bearers;* • *Briefing Paper: Civil society strategies to fight corruption;* • *Briefing Paper: Increased Access to Services;* • *Briefing Paper: Changes in Transparency and Access to Information Briefing paper – The Evidence Agenda in Practice;* • Four parameter briefing papers submitted to DFID; • Programme reporting in the logframe did not always capture all important outcomes, which led to GHs working on the Most Significant Results publications. This involved additional reporting late in the life of programmes. The work also forced some GHs to think of results at a different level –in terms of outcomes rather than activities. Here the assessment of the value for money of results proved challenging and developing a clear articulation of the original theory of change was difficult.[83] Outcome/ Impact: • Impact measured using the Voice and Accountability index; • Quantified information at outcome level provided on numbers of civil society organizations strengthened and number of instances that demonstrate CSO's contributions to sustainable improvements in key aspects of good governance. New standard DFID indicator added at outcome level; [84] • Quantitative data (aggregated achievements) presented against output indicators and supported with examples in an accompanying narrative.[85]
	Learning and	Compared to drafts this had more emphasis on demonstrating

[80] KPMG, 2013. *GTF: Fifth Annual Report*, p.31 to 33.
[81] KPMG, 2013. *GTF: Fifth Annual Report*, p.34.
[82] KPMG, 2013. *GTF: Fifth Annual Report*, p. 38-39
[83] KPMG, 2013. *GTF: Fifth Annual Report*, p.41 to 42.
[84] KPMG, 2013. *GTF: Fifth Annual Report*, p.28.
[85] KPMG, 2013. *GTF: Fifth Annual Report*, p.7-20

	impact strategy	impact. Also the strategy had been developed for the Most Significant Results process to take centre stage.[86]
February 2014	Self directed working group	Convened by ODI. Four GHs presented their programmes.
February 2014	Last project completion report due	

[86] KPMG, 2013. *GTF: Fifth Annual Report*, p.41.

Annex 4: Programmes by Country

Where the GTF operates - Africa
The GTF operates in our priority countries in Africa:

Country	Organisation	Programme
Democratic Republic of Congo	Catholic Agency for Overseas Development (CAFOD)	Action for better governance: realising the faith potential.
	EISA	Promoting accountable, transparent and responsive governance in the DRC through an empowered civil society.
	Gender Links	Making every voice count for gender equality in southern Africa.
	The Partnership for Transparency Fund (PTF)	Citizens against corruption.
	SFCG	Football-based media to strengthen good governance and transparency.
	International Budget Partnership	
Ethiopia	Water Aid	Developing southern civil society advocacy in water and sanitation in Sub-Saharan Africa, South Asia and Central America.
	Transparency International	AC:DC – Anti-Corruption: Delivering Change.
	ODI	Strengthening citizen demand for good governance through evidence-based approaches.
	Global Network of People Living with HIV/AIDS (GNP+)	Keeping the promise of HIV/AIDS universal access.
Ghana	Water Aid	Developing southern civil society advocacy in water and sanitation in Sub-Saharan Africa, South Asia and Central America.
	Transparency International	AC:DC – Anti-Corruption: Delivering Change.
	IDASA	The right to know, the right to education.
	ODI	Strengthening citizen demand for good governance through evidence-based approaches.
	Global Development Network	Strengthening civil society to improve public expenditure accountability.
	Global Witness	Making the forest sector transparent.
	Christian Aid	Power to the people: making governance work for marginalised groups.
	The International Budget Partnership	
	Amnesty International	Africa Rights Education Programme.
Kenya	Water Aid	Developing southern civil society advocacy in water and sanitation in Sub-Saharan Africa, South Asia and Central America.
	Transparency International	AC:DC – Anti-Corruption: Delivering Change.
	CAFOD	Action for better governance: realising the faith potential.
	Tiri	Pro Poor Integrity! Civil society engagement to make governance and transparency work for poor and vulnerable communities.
	Oxfam Great Britain	Raising her voice: promoting poor women's participation in governance.
	Global Development Network	Strengthening civil society to improve public expenditure accountability.
	Centre for Governance and Development	Kenya National Taxpayers Association (NTA) – improving government service delivery and financial

Country	Organisation	Programme
		accountability through citizen report cards.
	IUCN – The World Conservation Union	Improving natural resource governance for rural poverty reduction.
	Christian Aid	Power to the people: making governance work for marginalised groups.
	The International Budget Partnership	
	Global Network of People Living with HIV/AIDS (GNP+)	Keeping the promise of HIV/AIDS universal access – ensuring accountability for promises made to achieve universal access to HIV care, treatment and prevention by 2010.
	Amnesty International	Africa Rights Education Programme.
	IDASA	The Right to Know, The Right to Education.
	SFCG	Football-based Media to strengthen Good Governance and Transparency.
Liberia	Journalists for Human Rights (JHR)	Good Governance through Strengthened Media in Liberia.
	PTF	Citizens Against Corruption.
	Transparency International	AC:DC - Anti-Corruption: Delivering Change.
	Tiri	Pro Poor Integrity! Civil Society engagement to make governance and transparency work for poor and vulnerable communities.
	Oxfam Great Britain	Raising her voice: promoting poor women's participation in governance.
	SFCG	Football-based media to strengthen good governance and transparency.
	Global Witness	Making the Forest Sector Transparent.
	The International Budget Partnership	
Malawi	Water Aid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America.
	IDASA	The Right to Know, The Right to Education
	CAFOD	Action for better governance: realising the faith potential.
	ODI	Strengthening citizen demand for good governance through evidence-based approaches.
	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa.
	Commonwealth Business Council (CBC)	Business Action Against Corruption (BAAC).
	The International Budget Project	The Open Budget Initiative.
Mozambique	CAFOD	Action for better governance: realising the faith potential.
	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance.
	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa.
	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction.
	The International Budget Partnership	
	The Westminster Consortium for Parliaments and Democracy	Strengthening Human Resources Development in Southern Parliaments.
Nigeria	Water Aid	Developing Southern Civil Society advocacy in Water

Country	Organisation	Programme
		and Sanitation in Sub-Saharan Africa, South Asia, and Central America.
	Transparency International	AC:DC - Anti-Corruption: Delivering Change.
	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance.
	Commonwealth Business Council (CBC)	Business Action Against Corruption (BAAC).
	Christian Aid	Power to the People: making governance work for marginalised groups.
	Living Earth Foundation	Developing Good Governance in the Niger Delta.
	The International Budget Partnership	
	Global Network of People Living with HIV/AIDS (GNP+)	Ensuring accountability for promises made to achieve universal access to HIV care, treatment and prevention by 2010.
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability.
Rwanda	Transparency International	AC:DC - Anti-Corruption: Delivering Change.
	CAFOD	Action for better governance: realising the faith potential.
	International Budget Partnership	
Sierra Leone	Tiri	Pro Poor Integrity! Civil Society Engagement to Make Governance and Transparency Work for Poor and Vulnerable Communities
	Amnesty International	Africa Rights Education Programme
	Christian Aid	Power to the People: making governance work for marginalised groups
	SFCG	Football-based Media to strengthen Good Governance and Transparency
	ODI	Strengthening citizen demand for good governance through evidence-based approaches
	PTF	Citizens Against Corruption
	Conciliation Resources	Increasing government accountability in conflict zones through public participation in policy making
	The BBC World Service Trust	A National Conversation: Promoting Accountability, Transparency and Participation through partnership with Public Broadcasters in Africa
South Africa	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	The International Budget Partnership	
	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
	National Institute for Crime Prevention and the Reintegration of Offenders (NICRO)	NICRO Programme to Entrench Restorative Justice in South Africa
	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	IDASA	The Right to Know, The Right to Education
	Commonwealth Business Council	Business Action Against Corruption (BAAC)
	Global Network of People Living with HIV/AIDS (GNP+)	Keeping the promise of HIV/AIDS universal access
South Sudan	Conciliation Resources	Increasing government accountability in conflict

Country	Organisation	Programme
		zones through public participation in policymaking
Sudan		
	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	ODI	Strengthening citizen demand for good governance through evidence-based approaches
	International Budget Partnership (IBP)	
Tanzania	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	The International Budget Partnership	
	Anti-Slavery International	Slavery and Child Labour: Governance and Social Responsibility
	Christian Aid	Power to the People: making governance work for marginalised groups
	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
	IDASA	The Right to Know, The Right to Education
	The BBC World Service Trust	A National Conversation: Promoting Accountability, Transparency and Participation through partnership with Public Broadcasters in Africa
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Uganda	Water Aid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	The Westminster Consortium for Parliaments and Democracy	Strengthening Human Resources Development in Southern Parliaments
	CAFOD	Action for better governance: realising the faith potential
	Tiri	Pro Poor Integrity! Civil Society Engagement to Make Governance and Transparency Work for Poor and Vulnerable Communities
	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	Amnesty International	Africa Rights Education Programme
	The International Budget Partnership	
	Christian Aid	Power to the People: making governance work for marginalised groups
	ODI	Strengthening citizen demand for good governance through evidence-based approaches
	IDASA	The Right to Know, The Right to Education
	PTF	Citizens Against Corruption
	Conciliation Resources	Increasing government accountability in conflict zones through public participation in policy making
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Zambia	Water Aid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	ODI	Strengthening citizen demand for good governance through evidence-based approaches
	CAFOD	Action for better governance: realising the faith potential

Country	Organisation	Programme
	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
	The International Budget Partnership	
	Global Network of People Living with HIV/AIDS	Keeping the promise of HIV/AIDS universal access - Ensuring accountability for promises made to achieve universal access to HIV care, treatment and prevention by 2010
	IDASA	The Right to Know, The Right to Education
Zimbabwe	National Association of Societies for the Care of the Handicapped (NASCOH)	Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe
	Zimbabwe Women's Resource Centre and Network (ZWRCN)	Local Government Gender Budgeting Programme
	The Zimbabwe Human Rights NGO Forum	Strengthening Human Rights in Governance and Transparency in Zimbabwe
	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	CAFOD	Action for better governance: realising the faith potential
	WaterAid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	Commonwealth Business Council (CBC)	Business Action Against Corruption (BAAC)

The GTF also operates in the following African countries, mainly through large multi country programmes:

Algeria	International Budget Partnership	
Angola	BBC Media Action	A National Conversation: Promoting Accountability, Transparency and Participation through partnership with Public Broadcasters in Africa
	Search for Common Ground (SFCG)	Football-based Media to strengthen Good Governance and Transparency
	International Budget Partnership	
Benin	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	Amnesty International	Africa Rights Education Programme
Botswana	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
	The International Budget Partnership	
Burkina Faso	Water Aid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	The International Budget Project at the Center on Budget and Policy Priorities	The Open Budget Initiative
	Amnesty International	Africa Rights Education Programme
Burundi	Search for Common Ground (SFCG)	Football-based Media to strengthen Good Governance and Transparency
Cameroon	Global Witness	Making the Forest Sector Transparent
	Commonwealth Business Council (CBC)	Business Action Against Corruption (BAAC)
	The International Budget Partnership	
	PTF	Citizens against corruption
	Global Network of People Living	Keeping the promise of HIV/AIDS universal access

	with HIV/AIDS (GNP+)	
Chad	The International Budget Partnership	
Congo (Republic of)	Transparency International Secretariat	AC:DC - Anti-Corruption: Delivering Change
	The International Budget Project	The Open Budget Initiative
Egypt	The International Budget Partnership	
Equatorial Guinea	International Budget Partnership	
Gabon	Global Witness	Making the Forest Sector Transparent
Gambia	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
Guinea	Search for Common Ground (SFCG):	Football-based Media to strengthen Good Governance and Transparency
Ivory Coast	Search for Common Ground (SFCG)	Football-based Media to strengthen Good Governance and Transparency
	Amnesty International	Africa Rights Education Programme
Lesotho	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
Madagascar	Water Aid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
Mali	Water Aid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	The International Budget Partnership	
	Amnesty International	Africa Rights Education Programme
Mauritania	ODI	Strengthening citizen demand for good governance through evidence-based approaches
Mauritius	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
Morocco	Search for Common Ground (SFCG)	Football-based Media to strengthen Good Governance and Transparency
	The International Budget Partnership	
Namibia	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
	The International Budget Partnership	
Niger	The International Budget Partnership	
Sao Tome and Principe	The International Budget Partnership	
Senegal	ODI	Strengthening citizen demand for good governance through evidence-based approaches
	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	The International Budget Partnership	
	Amnesty International	Africa Rights Education Programme
The Seychelles	Gender Links	Making Every Voice Count For Gender Equality In Southern Africa
Swaziland	IDASA	The Right to Know, The Right to Education
	Gender Links	Making Every Voice Count For Gender Equality In

		Southern Africa
Togo	Anti-Slavery International	Slavery and Child Labour: Governance and Social Responsibility
	Amnesty International	Africa Rights Education Programme
Tunisia	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction

Where the GTF operates – the Americas

The GTF operates in the Americas, mainly through large multi-country programmes, in the following countries:

Argentina	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	International Budget Partnership (IBP)	
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Bolivia	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	The International Budget Partnership (IBP)	
Brazil	Christian Aid	Power to the People: making governance work for marginalised groups
	International Budget Partnership (IBP)	
	Global Development Network	Strengthening Civil Society to Improve Public Expenditure Accountability
Chile	Transparency International Secretariat	AC:DC - Anti-Corruption: Delivering Change
	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
Colombia	Transparency International Secretariat	AC:DC - Anti-Corruption: Delivering Change
	The International Budget Project	The Open Budget Initiative
Costa Rica	International Budget Partnership (IBP)	
	WaterAid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	Anti-Slavery International	Slavery and Child Labour: Governance and Social Responsibility
Dominican Republic	Christian Aid	Power to the People: making governance work for marginalised groups
	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	The International Budget Partnership	
Ecuador	International Budget Partnership	
El Salvador	The International Budget Partnership	
Guatemala	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	International Budget Partnership (IBP)	
	WaterAid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and

		Central America
	The Wildlife Conservation Society (WCS)	Strengthening Emerging Local Governance Capacity to Conserve Natural and Cultural Resources and Secure Livelihoods in the Petén, Guatemala
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Honduras	WaterAid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	International Budget Partnership (IBP)	
	Raising Her Voice: Promoting Poor Women's Participation in Governance	
Mexico	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	International Budget Partnership (IBP)	
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Nicaragua	WaterAid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	International Budget Partnership (IBP)	
Panama	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
Paraguay	Transparency International	Anti-Corruption: Delivering Change
Peru	Global Development Network	Strengthening Civil Society to Improve Public Expenditure Accountability
	Global Witness	Making the Forest Sector Transparent
	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	Anti-Slavery International	Slavery and Child Labour: Governance and Social Responsibility
	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	The International Budget Partnership	
	Associación Benéfica PRISMA (PRISMA)	Tools for strengthening local governments' participatory management within a decentralization process
Trinidad and Tobago	PTF	Citizens against corruption
	International Budget Partnership (IBP)	
Uruguay	Transparency International	AC:DC - Anti-Corruption: Delivering Change
Venezuela	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	The International Budget Partnership	

Where the GTF operates - Asia

The GTF operates in the following DFID priority countries in Asia:

Afghanistan	Tiri	Pro Poor Integrity! Civil Society Engagement to Make Governance and

		Transparency Work for Poor and Vulnerable Communities
	The Resilience Centre	The Resilient Governance Initiative (RGI)
	International Budget Project	The Open Budget Initiative
	Relief International	Enhancing Decentralisation: Linking Local Voices and Local Government in Afghanistan and Pakistan
Bangladesh	WaterAid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	International Budget Partnership (IBP)	
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
India	Water Aid	Developing Southern Civil Society advocacy in Water and Sanitation in Sub-Saharan Africa, South Asia, and Central America
	Global Development Network	Strengthening Civil Society to Improve Public Expenditure Accountability
	Anti-Slavery International	Slavery and Child Labour: Governance and Social Responsibility
	International Budget Partnership (IBP)	
	PTF	Citizens against corruption
Kyrgyz Republic	Tiri	Pro Poor Integrity! Civil Society Engagement to Make Governance and Transparency Work for Poor and Vulnerable Communities
	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	The International Budget Partnership	
Nepal	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	Search for Common Ground (SFCG)	Football-based Media to strengthen Good Governance and Transparency
	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	International Budget Partnership (IBP)	
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Occupied Palestinian Territories	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	Tiri	Pro Poor Integrity! Civil Society Engagement to Make Governance and Transparency Work for Poor and Vulnerable Communities
	Ma'an Network	Empowering transparency through effective secular media
	Search for Common Ground (SFCG)	Football-based Media to strengthen Good Governance and Transparency
Pakistan	Transparency International	AC:DC - Anti-Corruption: Delivering Change

	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	IUCN	The World Conservation Union: Improving Natural Resource Governance for Rural Poverty Reduction
	International Budget Partnership (IBP)	
Tajikistan	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	Christian Aid	Power to the People: making governance work for marginalised groups
Yemen	The Westminster Consortium for Parliaments and Democracy: Strengthening Human Resources Development in Southern Parliaments	
	International Budget Partnership (IBP)	

The GTF also operates in these Asian countries, mainly through large multi country programmes:

Cambodia	International Budget Partnership (IBP)	
China	UCL Centre for International Health and Development, (UCL-CIHD)	Improving access to quality healthcare for rural and urban poor in China
	The Open Budget Initiative	
Indonesia	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	Search for Common Ground (SFCG)	Football-based Media to strengthen Good Governance and Transparency
	International Budget Partnership (IBP)	
	PTF	Citizens against corruption
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Iraq	Christian Aid	Power to the People: making governance work for marginalised groups
	International Budget Partnership (IBP)	
Jordan	The International Budget Partnership	
Kazakhstan	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	The International Budget Partnership	
Lebanon	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	The International Budget Partnership	
	The Westminster Consortium for Parliaments and Democracy: Strengthening Human Resources Development in Southern Parliaments	
Malaysia	International Budget Partnership (IBP)	
Mongolia	PTF	Citizens Against Corruption
	The International Budget Partnership	
Philippines	Partnership of Philippine Support Service Agencies	Institutionalizing Local and National Partnerships to Address Urban Poverty and Homelessness in the Philippines
	Anti-Slavery International	Slavery and Child Labour: Governance and Social Responsibility
	International Budget Partnership (IBP)	
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Saudi Arabia	The International Budget Partnership	

Sri Lanka	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
	International Budget Partnership (IBP)	
	PTF	Citizens against corruption
Syria	IUCN – The World Conservation Union	Improving Natural Resource Governance for Rural Poverty Reduction
Thailand		The International Budget Partnership
Timor Leste	International Budget Partnership (IBP)	
Vietnam	The International Budget Partnership	

Where the GTF operates - Europe

The GTF operates in the following European countries, mainly through large multi country programmes:

Albania	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	International Budget Partnership	
Armenia	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	Oxfam Great Britain	Raising Her Voice: Promoting Poor Women's Participation in Governance
	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	Global Development Network (GDN)	Strengthening Civil Society to Improve Public Expenditure Accountability
Azerbaijan	The International Budget Project	The Open Budget Initiative
Bosnia and Herzegovina	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	The International Budget Project	The Open Budget Initiative
	Transparency International Secretariat	AC:DC - Anti-Corruption: Delivering Change
Croatia	International Budget Partnership	
Georgia	Conciliation Resources	Increasing government accountability in conflict zones through public participation in policymaking
	Transparency International: AC:DC - Anti-Corruption: Delivering Change	
	Global Witness	Making the Forest Sector Transparent
	International Budget Partnership (IBP)	
	The Westminster Consortium for Parliaments and Democracy	Strengthening Human Resources Development in Southern Parliaments
Latvia	PTF	Citizens against corruption
Macedonia	The International Budget Partnership	
Moldova	International Planned Parenthood Federation	Joining Forces for Voice and Accountability: An IPPF/WHR-EN Consortium for Civil Society Participation
	PTF	Citizens against corruption
	Global Network of People Living with HIV/AIDS (GNP+)	Keeping the promise of HIV/AIDS universal access
Montenegro	Transparency International	AC:DC - Anti-Corruption: Delivering Change
Russia	International Budget Partnership (IBP)	

Serbia	The International Budget Partnership	
Ukraine	The Westminster Consortium for Parliaments and Democracy	Strengthening Human Resources Development in Southern Parliaments
	International Budget Partnership (IBP)	

Where the GTF operates - Pacific

The GTF operates in the following Pacific countries, mainly through large multi country programmes:

Fiji	Conciliation Resources	Increasing government accountability in conflict zones through public participation in policymaking
	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	The International Budget Partnership	
Papua New Guinea	Transparency International	AC:DC - Anti-Corruption: Delivering Change
	The International Budget Partnership	
Solomon Islands	Transparency International	AC:DC - Anti-Corruption: Delivering Change
Vanuatu	Transparency International	AC:DC - Anti-Corruption: Delivering Change

Annex 5: GTF Countries by Programme

Ref No	Organisation	Programme Title	Single or Multi Country	Countries	Final Reported Expenditure
003	Conciliation Resources	Increasing government accountability in conflict zones through public participation in policy making.	Multi	Africa : DFID Priority Countries • Sierra Leone, South Sudan., Uganda Europe • Georgia Pacific • Fiji	£3,000,000
010	Water Aid	Developing southern civil society advocacy in water and sanitation in Sub Saharan Africa, Asia and Central America	Multi	Africa : DFID Priority Countries • Ethiopia, Ghana, Kenya, Malawi, Nigeria, Uganda, Zambia, Zimbabwe Africa: Other • Burkina Faso, Madagascar, Mali Americas • Costa Rica, Guatemala, Honduras, Nicaragua Asia • Bangladesh, India	£4,993,761
036	Journalists for Human Rights (JHR)	Good government through strengthened media in Liberia	Single	Africa : DFID Priority Countries • Liberia	£1,061,463
044	Partnership for Transparency Fund	Citizens against corruption	Multi	Africa : DFID Priority Countries • Democratic Republic of Congo, Liberia, Sierra Leone, Uganda Africa: Other • Cameroon Americas • Trinidad & Tobago Asia • India Asia: Other • Indonesia, Mongolia, Sri Lanka Europe • Latvia, Moldova	£2,000,000
077	BBC World Service Trust	A National Conversation: promoting accountability, transparency and	Multi	Africa : DFID Priority Countries • Sierra Leone, Tanzania Africa: Other	£3,881,747

		participation through partnership with public broadcasters in Africa		• Angola	
085	Transparency International Secretariat	AC.DC Anti-corruption: Delivering change	Multi	Africa : DFID Priority Countries • Ethiopia, Ghana, Kenya, Liberia, Nigeria, Rwanda, Zimbabwe Africa: Other • Congo (Republic of) Americas • Argentina, Chile, Mexico, Nicaragua, Paraguay, Uruguay, Venezuela Asia • Nepal, Occupied Palestinian Territories, Pakistan Europe • Armenia, Bosnia and Herzegovina, Georgia, Montenegro Pacific • Fiji, Papua New Guinea, Solomon Islands, Vanuatu	£4,659,251
086	IDASA	The right to know, The right to education.	Multi	Africa : DFID Priority Countries • Ghana, Kenya, Malawi, Uganda, Zambia Africa: Other • Swaziland	£3,400,196
088	NASCOH	Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in government systems of Zimbabwe.	Single	Africa : DFID Priority Countries • Zimbabwe	£3,000,000
094	Catholic Agency for Overseas Development (CAFOD)	Action for better governance: realising the faith potential	Multi	Africa : DFID Priority Countries • Democratic Republic of Congo, Kenya, Malawi, Mozambique, Rwanda, Uganda, Zambia, Zimbabwe	£4,998,781
095	Ma'am Network	Empowering transparency through effective secular media	Single	Asia • Occupied Palestinian Territories	£2,110,233
112	National Institute for Crime	NICRO programme to entrench restorative justice	Single	Africa : DFID Priority Countries • South Africa	£4,916,108

	Prevention and the Reintegration of Offenders (NICRO)	in South Africa			
130	UCL Centre for International Health and Development (CIHD)	Improving access to quality healthcare for rural and urban poor in China	Single	Asia: Other • China	£1,585,882
141	Tiri	Pro poor integrity! Civil society engagement to make governance and transparency work for poor and vulnerable communities	Multi	Africa : DFID Priority Countries • Kenya, Liberia, Sierra Leone, Uganda Asia • Afghanistan, Kyrgyz Republic, Occupied Palestinian Territories	£4,088,882
142	Overseas Development Institute (ODI)	Strengthening citizen demand for good governance through evidence-based approaches	Multi	Africa : DFID Priority Countries • Ethiopia, Ghana, Malawi, Sierra Leone, Sudan, Uganda, Zambia Africa: Other • Mauritania, Senegal	£5,000,000
158	Oxfam Great Britain	Raising her voice: Promoting poor women's participation in governance	Multi	Africa : DFID Priority Countries • Kenya, Liberia, Mozambique, Nigeria, South Africa. Sudan, Tanzania, Uganda Africa: Other • Gambia Americas • Bolivia, Chile, Guatemala, Honduras Asia • Nepal, Pakistan, Asia: Other • Indonesia Europe • Albania, Armenia	£5,000,000
163	Electoral Institute of South Africa (EISA)	Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society	Single	Africa : DFID Priority Countries • Democratic Republic of Congo	£4,886,270

164	Good Development Network	Strengthening civil society to improve public expenditure accountability	Multi	Africa : DFID Priority Countries • Kenya, Nigeria, Tanzania, Uganda Americas • Argentina, Brazil, Guatemala, Mexico, Peru Asia • Bangladesh, India, Nepal Asia: Other • Indonesia, Philippines Europe • Armenia	£4,993,777
170	Search for Common Ground	Football based media to strengthen good governance and transparency	Multi	Africa : DFID Priority Countries • Democratic Republic of Congo, Kenya, Liberia, Sierra Leone Africa: Other • Angola, Guinea, Ivory Coast, Morocco Asia • Nepal, Occupied Palestinian Territories Asia: Other • Indonesia	£4,067,219
174	Gender Links	Making every voice count for gender equality in Southern Africa	Multi	Africa : DFID Priority Countries • Democratic Republic of Congo, Malawi, Mozambique, South Africa, Tanzania, Zambia Africa: Other • Botswana, Lesotho, Madagascar, Mauritius, Namibia, Seychelles, Swaziland	£4,352,643
201	Resilience Centre	The resilient governance initiative	Single	Asia • Afghanistan	£972,608
219	Global Witness	Making the forest sector transparent	Multi	Africa : DFID Priority Countries • Ghana, Liberia Africa: Other • Cameroon, Gabon Americas • Peru Europe • Georgia	£3,613,841
222	Partnership of Philippine Support Service	Institutionalizing local and national partnerships to address urban poverty and	Single	Asia: Other • Philippines	£1,256,370

	Agencies	homelessness in the Philippines			
238	Zimbabwe Women's Resource Centre and Network	Local government gender budgeting programme	Single	Africa : DFID Priority Countries • Zimbabwe	£1,157,677
245	Centre for Governance and Development	Kenya National Taxpayers Association (KNTA) – improving government service delivery and financial accountability through citizen report cards.	Single	Africa : DFID Priority Countries • Kenya	£2,748,087
255	World Conservation Union (IUCN)	Improving nature resource governance for rural poverty reduction	Multi	Africa : DFID Priority Countries • Kenya, Mozambique, South Africa Africa: Other • Benin, Senegal, Tunisia Americas • Bolivia, Peru Asia • Bangladesh, Nepal, Pakistan Asia: Other • Lebanon, Sri Lanka, Syria	£2,418,335
272	Commonwealth Business Council (CBC)	Business action against corruption	Multi	Africa : DFID Priority Countries • Malawi, Nigeria, South Africa, Zimbabwe Africa: Other • Cameroon	£2,708,871
301	Christian Aid	Power to the people: making governance work for marginalised groups	Multi	Africa : DFID Priority Countries • Ghana, Kenya, Nigeria, Sierra Leone, Tanzania, Uganda Americas • Brazil, Dominican Republic Asia • Tajikistan Asia: Other • Iraq	£4,957,787
309	Living Earth Foundation	Developing good governance in the Niger	Single	Africa : DFID Priority Countries • Nigeria	£1,175,716

		Delta			
312	Zimbabwe Human Rights NGO Forum	Strengthening human rights in governance and transparency in Zimbabwe	Single	Africa : DFID Priority Countries • Zimbabwe	£2,000,000
322	Wildlife Conservation Society	Strengthening emerging local governance capacity to conserve natural and cultural resources and secure livelihoods in the Peten, Guatemala	Single	Americas • Guatemala	£1,330,600
327	Anti-Slavery International	Slavery and child labour: governance and social responsibility	Multi	Africa : DFID Priority Countries • Tanzania Africa: Other • Togo Americas • Costa Rica, Peru Asia • India Asia: Other • Philippines	£1,358,741
328	International Planned Parenthood Federation (IPPF WHR)	Joining forces for voice and accountability: An IPPF/ WHR – EN consortium for cavity society participation	Multi	Americas • Dominican Republic, Mexico, Nicaragua, Panama, Peru Asia • Kyrgyz Republic, Tajikistan, Kazakhstan Europe • Albania, Armenia, Bosnia and Herzegovina, Moldova	£4,999,368
334	International Budget Project	The open budget initiative	Multi	Africa : DFID Priority Countries • Democratic Republic of Congo, Ghana, Liberia, Kenya, Malawi, Mozambique, Nigeria, Rwanda, South Africa, Sudan, Tanzania, Uganda, Zambia Africa: Other • Angola, Botswana, Burkina Faso, Cameroon, Chad, Congo (Republic of), Egypt, Equatorial Guinea, Mali, Morocco, Namibia, Niger, Sao Tome and Principe, Senegal Americas	£3,478,687

				• Argentina, Bolivia, Brazil, Chile, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Peru • Trinidad & Tobago, Venezuela Asia • Afghanistan, Bangladesh, India, Kyrgyz Republic Nepal, Pakistan, Yemen Asia: Other • Cambodia, China, Indonesia, Iraq, Jordan, Kazakhstan, Lebanon, Malaysia, Mongolia, Philippines, Saudi Arabia, Sri Lanka, Thailand, Timor Leste, Vietnam Europe • Albania, Azerbaijan, Bosnia and Herzegovina, Croatia, Georgia, Macedonia, Russia, Serbia, Ukraine Pacific • Fiji, Papua New Guinea	
361	Global Network for People Living with HIV/ AIDS (GNP+)	Keeping the promise of HIV/ AIDS universal access	Multi	Africa : DFID Priority Countries • Ethiopia, Ghana, Kenya, Nigeria, South Africa, Zambia Africa: Other • Cameroon Europe • Moldova	£4,099,669
367	Relief International	Enhancing decentralisation: Linking local voices and local government in Afghanistan and Pakistan	Single	Asia • Afghanistan	£1,190,377
394	Amnesty International	Africa rights education programme	Multi	Africa : DFID Priority Countries • Ghana, Kenya, Sierra Leone, Uganda Africa: Other • Benin, Burkina Faso, Mali, Senegal, Togo	£3,138,922
394	Westminster Consortium for Parliaments and Democracy	Strengthening human resource development in southern parliaments	Multi	Africa : DFID Priority Countries • Mozambique, Uganda Asia • Yemen	£4,980,294

				Asia: Other • Lebanon Europe • Georgia, Ukraine	
422	Asociación Benéfica PRISMA (PRISMA)	Tools for strengthening local governments participatory management within a decentralisation process	Single	Americas • Peru	£4,565,000

Size and Type of Grant Holder

Annual Turnover of Organisation	Number of Grant Holders
Less than £1 million	12
£1 million to £5 million	10
£5 million to £50 million	10
Greater than £50 million	6
Total[1]	38

[1] KPMG, 2009. *GTF*: *First Annual Report*, p.6

Annex 6: Countries with annual GTF expenditures > £500,000 per year of the GTF

Country	£ Amount
Afghanistan	£802, 091
China	£661, 029
DRC	£1,445, 630
Ghana	£834, 225
Kenya	£1,775, 565
Liberia	£896,148
Malawi	£549,294
Nigeria	£952,145
Palestine	£1,013,664
Peru	£1,390,439
Sierra Leone	£920,262
South Africa	£2,391.197
Tanzania	£735 424
Uganda	£1,132,942
Zambia	£642 332
Zimbabwe	£1,553.022

Annex 7: GTF Final Quantitative Results of all GTF Programmes

This is a reproduction of tables in the PCR of KPMG.

Goal/ Impact	
Governments are more capable, accountable and responsive to meet the needs of poor people	
Indicator 1: World Bank's "Government Effectiveness" index for selected countries	
Baseline 2008	Final Progress [1]
Ghana 53.1 Kenya 34.0 Nepal 21.5 Nigeria 8.1 Peru 42.1 Sierra Leone 9.6 South Africa 66.0 Tanzania 37.3 Uganda 33.0 Zimbabwe 2.9	Ghana 52 Kenya 35 Nepal 17 Nigeria 16 Peru 49 Sierra Leone 11 South Africa 64 Tanzania 28 Uganda 33 Zimbabwe 11
Indicator 2: International Budget Project's **"**Open Budget Index" for selected countries	
Baseline 2008	Final Progress [2]
Ghana 50% Kenya 58% Nepal 43% Nigeria 19% Peru 67% Sierra Leone NDA South Africa 87% Tanzania 36% Uganda 51% Zimbabwe NDA	Ghana 50% Kenya 48% Nepal 44% Nigeria 16% Peru 57% Sierra Leone 39% South Africa 90% Tanzania 47% Uganda 65% Zimbabwe 20%
Indicator 3: Transparency International's "Corruption Perceptions Index" for selected countries	
Baseline 2008	Final Progress [3]
Ghana 3.9 Kenya 2.2 Nepal 2.3 Nigeria 2.5 Peru 3.7 Sierra Leone 2.2 South Africa 4.7 Tanzania 2.6 Uganda 2.5	Ghana 45 Kenya 27 Nepal 27 Nigeria 27 Peru 38 Sierra Leone 31 South Africa 43 Tanzania 35 Uganda 29

[1] "The World Governance Indices are a valuable tool for assessing cross-country differences and changes in country performance over time on key dimensions of governance. But simply looking at differences in governance scores is often insufficient, since some changes may be too small to be meaningful. To make these comparisons more informative, and to avoid a false sense of precision about small differences between countries, the WGI provide margins of error with every country score. These margins of error indicate the likely range of scores for each country. Although such imprecision is present in all attempts to measure governance, it is rarely acknowledged explicitly as it is in the WGI. Thanks to improvements over time in the WGI, such margins of error have declined, and, even though they remain non-trivial, they are significantly less than the imprecision in any individual indicator of governance."
Source: http://info.worldbank.org/governance/wgi/index.aspx#doc accessed on 16 Feb 2014

[2] See: http://survey.internationalbudget.org/#timeline for visual representation of country trends between 2006 and 2012

[3] In 2012, Transparency International established the new scale of 0-100 as part of the update to the methodology used to calculate the CPI. The new scale has been designed to compare CPI scores from one year to the next. However, due to the change in methodology, Transparency International cautions that CPI scores before 2012 are not comparable over time.
(Source: http://www.transparency.org/cpi2013/in_detail accessed on 16 Feb 2014)

Zimbabwe 2.2	Zimbabwe 20

Purpose/ Outcome		
Strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions at different levels in the governmental system.		
Indicator 1: "Voice & Accountability" index in selected countries		
Baseline 2008	Final Progress [4]	
Ghana 61.6 Kenya 37.4 Nepal 31.3 Nigeria 24.6 Peru 49.3 Sierra Leone 40.8 South Africa 64.0 Tanzania 44.1 Uganda 31.8 Zimbabwe 7.6	Ghana 60 Kenya 39 Nepal 28 Nigeria 27 Peru 54 Sierra Leone 36 South Africa 65 Tanzania 42 Uganda 34 Zimbabwe 7	
Indicator 2: Number of CSOs with significant and sustainable improvements in their capacity to demand improved governance and transparency		
Baseline 2008	Final Progress 2014	Target
0	1,814	900
Indicator 3: Number of instances that demonstrate civil society's contributions to sustainable improvements in key aspects of good governance		
Baseline 2008	Final Progress 2014	Target
0	669	1,000
Indicator 4: Number of people supported to have choice and control over their own development and to hold decision-makers to account		
Information not yet available. It has been collected from a survey of GHs in December 2013		

Outputs		
Output 1 Capability: Leaders and Governments are better able to perform such functions as providing stability and personal security, setting rules, putting policies into practice, delivering social services and controlling corruption.		
Indicator 1: Instances of budget allocated to public services and goods for vulnerable and excluded groups		
Baseline 2008	Final Progress 2013	Target
-	95	110
Indicator 2: No. of officials trained		
Baseline 2008	Final Progress 2013	Target
0	24,039	10,000

[4] "The WGI are a valuable tool for assessing cross-country differences and changes in country performance over time on key dimensions of governance. But simply looking at differences in governance scores is often insufficient, since some changes may be too small to be meaningful. To make these comparisons more informative, and to avoid a false sense of precision about small differences between countries, the WGI provide margins of error with every country score. These margins of error indicate the likely range of scores for each country. Although such imprecision is present in all attempts to measure governance, it is rarely acknowledged explicitly as it is in the WGI. Thanks to improvements over time in the WGI, such margins of error have declined, and, even though they remain non-trivial, they are significantly less than the imprecision in any individual indicator of governance." (Source: http://info.worldbank.org/governance/wgi/index.aspx#doc accessed on 16 Feb 2014)

Output 2: Accountability Increased access by citizens to the decision making processes of government, parliaments or assemblies and increased impact of citizens on said processes		
Indicator 1: Number of key information documents available to the media and public in a timely manner throughout the budget/policy cycle		
Baseline 2008	Final Progress 2013	Target
0	715	550
Indicator 2: Number of women empowered through collective action in associations, self-help groups		
Baseline 2008	Final Progress 2013	Target
0	72,187	50,000

Output 3 Accountability Increased respect for human rights, the rule of law and a free media by governments at different levels		
Indicator 1: Incidences of media coverage of governance issues		
Baseline 2008	Final Progress 2014	Target
0	5,706	3,500
Indicator 2: Number of trained journalists		
Baseline 2008	Final Progress 2013	Target
0	3,179	2,000
Indicator 3: Number of human rights abuses registered by authorities		
Baseline 2008	Final Progress 2013	Target
0	3,624	150
Indicator 4: Number of women and girls with improved access to security and justice services		
Baseline 2008	Final Progress 2013	Target
-	180,329	>189000

Output 4: **Accountability** Strengthened CSO engagement in the fight against corruption		
Indicator 1: Number of corruption cases registered with Advice and Legal Action Centres of particular relevance to poor people		
Baseline 2008	Final Progress 2013	Target
0	3,832	3,800
Indicator 2: Number of corruption cases registered by CSOs of particular relevance to poor people		
Baseline 2008	Final Progress 2013	Target
0	42	50
Output 5: **Responsiveness** Increased opportunities for people to influence and determine policy and legislation		
Indicator 1: Evidence of the state's ratification of relevant International Conventions affecting human rights particularly those that affect poor people		
Baseline 2008	Final Progress 2013	Target
0	23	13
Indicator 2: Number of instances where influence has been exerted on policy or regulations		
Baseline 2008	Final Progress 2013	Target
0	1,392	700
Output 6: Capability Improved implementation of the policies that are designed to meet the articulated needs and provision of services and public goods for vulnerable and excluded groups		
Indicator 1: The number of people who will be affected by changes in policy and practice that improve delivery of services and public goods: • increase in primary school enrolment • improved access to water and sanitation • improved HIV/AIDS, reproductive and general health services • improved judiciary system		
Baseline 2008	Final Progress 2013	Target
0	23,016,399	14.1 million

Annex 8: GTF Final Qualitative Results of the 12 Sample Programmes

This is a reproduction of tables in the PCR of KPMG.

The impact/ goal and outcome/purpose statements are retained below, but the contributions of the 12 sample programmes are included in the summary table in Annex 7.

Impact/ Goal
Governments are more capable, accountable and responsive to meet the needs of poor people
Indicator 1: WB's "Government Effectiveness" index for selected countries
Indicator 2: IBP's **"**Open Budget Index" for selected countries
Indicator 3: TI's "Corruption Perceptions Index" for selected countries
• See summary table in Annex x
Outcome/ Purpose
Strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions at different levels in the governmental system.
Indicator 1: "Voice & Accountability" index in selected countries
• See summary table in Annex x
Indicator 2: Number of CSOs with significant and sustainable improvements in their capacity to demand improved governance and transparency
GTF 044 Partnership for Transparency Fund **-** Citizens against Corruption • In Nepal, CSO Forest Action built the capacity of six Community Forest User Groups in Morang District for and 'direct action' campaigns to reduce forest sector corruption. All 6 groups have initiated procedures for public audits and hearings. Overall, the project has brought about an estimated 40% reduction in volume of timber purchased in corrupt manner and 100% control of illegal transportation of timber and other forest products • PTF made 70 grants to local CSOs to fight corruption, and over 90% performed satisfactorily or better
GTF 077 BBC Media Action- A National Conversation: promoting accountability, transparency and participation through partnership with public broadcasters in Africa • In Tanzania, national radio programme *Haba na Haba* (Little by Little) is broadcast on the BBC Swahili Service and a network of 22 community radio stations across the country. The community radio stations form a small mentoring network of 6 core stations that engage in three-month intensive, in-house mentoring and a larger network of 14 re-broadcaster stations that are supported through training and resources. The six core partners are mentored to produce local programmes and feed into the 30-minute national programme, through the provision of packages. • In Sierra Leone, training has been provided to six community based organisations (CBOs) partners on using radio to communicate effectively with rural non-literate audiences and solicit audience feedback in an unbiased way. In total 42 facilitators from these CBOs have been trained in audience panel facilitation. These six CBOs have in turn conducted 450 audience panels with communities across the country. • Inclusive of the above, a total of 51 capacity building partnerships (Angola: 5, Sierra Leone: 22, Tanzania: 25) were secured to produce governance programming.
GTF 086 IDASA - The Right to Know: The Right to Education • IDASA led several capacity building and learning activities for its 8 partners
GTF 088 NASCOH - Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems • In Zimbabwe, organisations benefitting from the capacity building programme increased from 7 to 15. • In Zimbabwe, disability and advocacy committees were established in 26 urban councils at ward level for people with disabilities to have a structure for articulating their needs and making input into development programmes. The Ward Disability Committees have received training on lobbying, advocacy and disability and are already lobbying local leaders such as councillors, chiefs and schools development committees for inclusion of PWDs in all spheres of the community.
GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches • The average capacity performance of 120 CSOs has increased during the programme

across six countries (Ghana, Sierra Leone, Ethiopia, Uganda, Zambia, and Malawi) in using outcome mapping to influence the behaviour of duty bearers.
GTF158: Oxfam GB – Raising Her Voice • In Pakistan, in the run-up to 2013 elections, Awami National Party party workers were found to have stopped their women from voting. The Women Leaders Group and Community Action Committee raised the issue with ANP leadership who consequently took action against those party leaders/workers who had stopped women from casting votes.] • In South Africa, Raising Her Voice partner People Opposing Women Abuse contributed to a successful challenge to government proposals to reintroduce Traditional Courts. • Raising Her Voice Pan-Africa partner Equality Now has been invited to participate in future African Union Peace and Security Council Special Sessions to ensure that women's voices are central to the meetings. • In the Gambia, 3 community pressure groups of 30 women each *were formed to strengthen local level advocacy on the Africa Women's Rights Protocol. Specific action plans were developed to deal with rape cases, withdrawal of girls from school, domestic violence, employment rights and women's political representation. • In South Africa, 5 CBOs strengthened through training on the Protocol and feminist analysis for advocacy work. • In Nigeria, 3 groups led by poor women have been established and have strengthened their capacities. • In Guatemala, a new collaboration with Mankatitlan, an association of 5 municipalities seeking to promote women's rights, will help to sustain the skills and confidence built amongst the 3 indigenous women's organisations with whom Raising Her Voice partnered with and built capacity.
GTF 163 EISA -Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society • In the Democratic Republic of Congo, 210 organisations (35 organisations per province in 6 provinces) have increased their capacity.
GTF 170 Search for Common Ground - Football-Based Media to Strengthen Good Governance and Transparency • 50 CSOs, 23 communities, 19 illiterate persons, 39 NGO workers, 94 housewives, 72 unemployed persons, 45 farmers, 40 police officers and 36 military personnel across 10 countries[1] improved their capacity to understand and claim rights over the course of the programme. • In 10 countries, the technical capacity (writing, production) of 67 local partners has been enhanced significantly since the project began. Partners have developed their businesses and now participate in joint ventures with other NGOs or with local businesses in and out of their country of origin.
GTF 309 Living Earth Foundation - Developing Good Governance in the Niger Delta, Nigeria • In the Niger Delta in Nigeria, 20 Accountability Corps members and 50 per cent of citizens 6 Local Government Associations have indicated that they can influence local authorities' decision-making due to training during the project.
GTF 312 Zimbabwe Human Rights Forum: Strengthening human rights in governance and transparency in Zimbabwe • In Zimbabwe, the capacity of staff in the consortium of six CSOs in programme management was strengthened by mainstreaming women's and LGBTI rights in their work with 46 being trained in Legal Awareness, Human Rights and Democracy; 200 Community Based Prevention Volunteers on LGBTI rights; 100 Zimbabwe Prison Service officers in human rights; 420 peace monitors in International Standards on Human Rights Monitoring and Documentation and 342 women in leadership and in parliament on articulating Gender Audit for use in the Constitution-making process. • In Zimbabwe, 84 CSOs benefited from a train the trainer programme on socio-economic rights with 16 peer educators and 19 service providers receiving capacity strengthening on socio-economic rights issues.
GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access • In Malawi, the Civil Society Platform, in a joint advocacy effort with the network of People Living with HIV (MANET+), used evidence on human rights from the Leadership through

[1]Angola, Burundi, Cote d'Ivoire, DR Congo, Indonesia, Kenya, Liberia, Morocco, Nepal, Sierra Leone, Zimbabwe

Accountability (LTA) programme to persuade policy makers to phase out of Stavudine (d4T) as a therapy option, in line with current World Health Organisation guidelines.

- Partner networks of people living with HIV and AIDS in Kenya, Nigeria, Zambia, Cameroon, Ethiopia, Moldova and South Africa have gained the abilities to model, research and collect the data and evidence to inform advocacy for universal access through the application of 5 data collection tools.
- In Kenya, Nigeria, Zambia, Cameroon, Ethiopia, Moldova and South Africa, the organizational capacity of partner networks of people living with HIV has been strengthened.

GTF 422 PRISMA - Tools for strengthening local governments participatory management within a decentralisation process

- In 9 regions of Peru, PRISMA worked together with the Mesa de Concertación para la Lucha Contra la Pobreza, UNICEF and the Ministry of Economy and Finances to establish and build capacity of the Technical Assistants Network in Budgeting by Results. As a result, the network produced half-yearly reports of three national strategic health and education programmes.

Indicator 3: Number of instances that demonstrate civil society's contributions to sustainable improvements in key aspects of good governance

This was a new indicator in 2013. Examples are presented in other parts of this logframe.

Indicator 4: Number of people supported to have choice and control over their own development and to hold decision-makers to account

Information not yet available. It has been collected from a survey of GHs in December 2013

Outputs

Output 1 Capability:
Leaders and Governments are better able to perform such functions as providing stability and personal security, setting rules, putting policies into practice, delivering social services and controlling corruption.

Indicator 1: Instances of budget allocated to public services and goods for vulnerable and excluded groups

GTF 086 IDASA - The Right to Know: The Right to Education

- In Malawi, Zambia and Ghana, the government responded to CSO advocacy by increasing the education portions of national budget (from 15.78% to 18.6% in Malawi, 13.8% increase in Zambia, and from 55% to 59% in Ghana).

GTF 088 NASCOH - Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems

- In Zimbabwe, five local Councils now have disability budgets.

GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches

- In Ethiopia, embedding governance projects in existing frameworks has led the general assembly of the Farmer's Union to endorse the allocation of an annual budget of almost £10,000 to ensure the sustainability of the Primary Farmer's Cooperative Associations.
- In Uganda, lobbying by partners has prevented the return of local government funding worth $750,000 to central government.
- In Ghana, a youth initiative effectively influenced traditional authorities to set up an educational endowment fund of almost £1,000.

GTF158: Oxfam GB – Raising Her Voice

- In Papua (Indonesia), the participation of women in the formulation of 12 village development plans for the very first time has ensured that funds available (£4,000 to £8,300 annually per village) are informed by women's needs and demands.
- In Seureke Langkahan, Aceh (Indonesia), women succeeded in securing government funding for the construction of 2 bridges and a 4km elephant ditch to protect agricultural production.

GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access
Local partners influenced budget allocations in **five** instances:

- In **Senegal**, partners successfully lobbied government to reverse the decision to reduce health spending to 6% of the national budget.

Additional funding leveraged in 2012/13 included the following:

- Kenya: £270,000 from Danida for Men's Sexual Health and Rights Initiative
- Nigeria: £5 million for Adherence groups for People Living with HIV from the Global Fund

• Ethiopia: £3 million to engage 450 HIV+ case managers over 5 years to work in health facilities • Malawi: £3 million from the US President's Emergency Plan for AIDS Relief for switch to a new d4T-free drug for Antiretroviral Therapy
GTF 422 PRISMA - Tools for strengthening local governments participatory management within a decentralisation process • In **Peru**, the budget executed by the health and education sectors in the 14 regional governments in the project area rose from 3.8% in 2009 to 7.3% in 2012.
Indicator 2: No. of officials trained
GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches • 60 District councillors across six countries (Ghana, Sierra Leone, Ethiopia, Uganda, Zambia, and Malawi) have had their capacity built during the programme.]
GTF158: Oxfam GB – Raising Her Voice • Oxfam partners reported 680 official duty bearers received capacity building training, including how to monitor budget allocations and expenditure, during the programme across 18 countries.[2] • In Tanzania, 220 judges and magistrates have been trained on the Maputo Protocol and 100 police officers on their roles and responsibilities in support of women reporting cases of Gender Based Violence (GBV).
GTF 163 EISA -Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society • In the Democratic Republic of Congo, 80 chief officers of the National Police Corps participated in a training session to fight corruption. Around 2500 police officers also received sensitisation training. • In the Democratic Republic of Congo, 120 officers of the judicial police within the National Police Corps were trained on judicial practices. • In the Democratic Republic of Congo, 470 public agents (teachers, managers of public enterprises, officials from income generating departments, health inspectors, and intelligence officials) received awareness training on the code of conduct for the public agent.
GTF 170 Search for Common Ground - Football-Based Media to Strengthen Good Governance and Transparency • 70 officials were trained across 10 countries[3] during the course of the programme
GTF 309 Living Earth Foundation - Developing Good Governance in the Niger Delta, Nigeria • 110 officials across five Local Government Associations in the Niger Delta in Nigeria were trained to formulate and implement Development Strategies with a 3-year action plan. • In the Niger Delta in Nigeria, 2 SERVICOM[4] desk officers have been trained in Local Government Associations (Isoko North and Ethiope West). The desk officers provide a place where the public can raise complaints about local service delivery.
GTF 312 Zimbabwe Human Rights Forum: Strengthening human rights in governance and transparency in Zimbabwe • In Zimbabwe, 1,280 law enforcement agents and service providers were trained on legal interpretation between 2009 and 2013. • In Zimbabwe, 20 parliamentarians were trained about challenges journalists face from media laws
GTF 422 PRISMA - Tools for strengthening local governments participatory management within a decentralisation process • In four regions of Peru (Apurimac, Huancavelica, Ayacucho and Loreto), in collaboration with the Pan American Health Organisation and the Catholic University, PRISMA developed the Diploma Course in Linking Public Policies for Social Inclusion. **126** managers were accredited. 21 improvement plans and 21 small projects, mainly related to health services,

[2] Albania, Armenia, Bolivia, Chile, Gambia, Guatemala, Honduras, Indonesia, Kenya, Liberia, Mozambique, Nepal, Nigeria, Pakistan, South Africa, Sudan, Tanzania, and Uganda
[3] Angola, Burundi, Cote d'Ivoire, DR Congo, Indonesia, Kenya, Liberia, Morocco, Nepal, Sierra Leone, Zimbabwe
[4] 'SERVICOM is a public service reform conceived to be the engine for Service Delivery programme. It is mounted on the imperative to change the system of service delivery and driven by Government's commitment to deliver service and citizens' expectations of service delivery" (see http://www.interior.gov.ng/servicon-unit?pg=5)

were designed.
- In 13 regions of Peru, PRISMA in collaboration with PRODES (USAID), UNICEF and the Ombudsman's office conducted a training programme for the new Regional and Local Government Councillors in 13 regions. 124 regional councillors and 488 local councillors were accredited. 146 municipal policies and 28 regional policies were designed.
- In Peru, 109 local authorities and 709 officials trained in public management; additionally, 56 university lecturers have been trained in public management.
- In Peru, 115 Regional Councilors and 542 Local Councilors trained on participatory budgeting, transparency and accountability.

Output 2: Accountability
Increased access by citizens to the decision making processes of government, parliaments or assemblies and increased impact of citizens on said processes

Indicator 1: Number of key information documents available to the media and public in a timely manner throughout the budget/policy cycle

GTF 086 IDASA - The Right to Know: The Right to Education
- In Malawi, the local partner conducted a budget analysis on the 2010/11 budget. This analysis was disseminated amongst members of parliamentary committees on education, the budget and finance, development partners and civil society representatives.

GTF 088 NASCOH - Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems
- In Zimbabwe, NASCOH developed disability policy guidelines for 26 urban councils

GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches
- At least 8 policy documents per each of the 13 local partners in Ghana, Sierra Leone, Ethiopia, Uganda, Zambia, and Malawi were produced per year, reaching a cumulative total of an estimated 120 policy documents over the course of the programme

GTF158: Oxfam GB – Raising Her Voice
- French and English versions of Oxfam's Pan-Africa partner Equality Now's 'Guide to Using the Maputo Protocol for Legal Action' were launched to assist jurists and activists to understand the Protocol and contribute to its application by the bench and bar.
- In Armenia, community budget reports are now made accessible for ordinary community members at the 4 targeted areas

GTF 163 EISA -Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society
- In the Democratic Republic of Congo, 19 corruption studies were published on land issues, the Parliament, public enterprises, the Police, Case 'SOS Kin' (a local CSO), transport, public tenders, the Judiciary, health sector, practices of 'small' and 'big' corruption, the media, and a compilation of the legal texts related to corruption.
- In the Democratic Republic of Congo, CSOs from 6 provinces published proposals for the amendment of the electoral law.

GTF 309 Living Earth Foundation - Developing Good Governance in the Niger Delta, Nigeria
- In the Niger Delta in Nigeria, 5 Directories of Services have been published by Local Governments. Directories include information on the departments and services provided; the principal officers; and primary health centres and primary schools under the management of the Local Governments. The Ethiope West Local Government and Isoko North Local Government directories have been made available on their respective websites.
- In the Niger Delta in Nigeria, all five Local Governments created websites and produced quarterly newsletters with the support of the project

GTF 312 Zimbabwe Human Rights Forum: Strengthening human rights in governance and transparency in Zimbabwe
- In Zimbabwe, the Forum successfully coordinated Zimbabwean CSOs around Zimbabwe's Universal Periodic Review (UPR), and produced a shadow report and an advocacy charter that were used to inform stakeholders that made recommendations during the review. The government accepted 130 out of the 177 recommendations made during the UPR.
- In Zimbabwe, the Zimbabwe Peace Project has produced and published 12 human rights monitoring reports with a cumulative 8,180 incidents of political violence for the period under review. These reports are being used as reference documents by the Ministry of Justice and Legal Affairs, the Joint Monitoring Implementation Committee, the Organ on National Healing and Reconciliation and civil society organisations.

GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access

- Evidence from 50 research reports carried out by people living with HIV and AIDS, across 10 countries with high HIV prevalence rates has been used to feed into National AIDS Action Plans and United Nations General Assembly Special Sessions. In this way this research has informed changes in law, policy and practice with relevance for over 15 million people living with HIV.
- The following number of knowledge transfer and exchange documents were produced in 2012/2013: Senegal: 26; Zambia: 8; South Africa: 5; Malawi: 5
- In Cameroon, South Africa, Ethiopia, Kenya, Zambia, Nigeria and Moldova, 5 evidence gathering tools aiming at strengthening the evidence for advocacy have been applied: (i) stigma and discrimination-*The People Living with HIV Stigma Index*; (ii) the level of involvement of people living with HIV-*The GIPA Report Card*; (iii) documenting and analysing current experiences in criminalisation of HIV transmission-*The Global Criminalisation Scan*; (iv) documenting and analysing human rights violations against PLHIV-*Human Rights Count!*; and (v) engaging in national processes for the development and/or adaptation of sexual and reproductive health services-*Advancing the Sexual and Reproductive Health and Rights of PLHIV: A Guidance Package*.

GTF 422 PRISMA - Tools for strengthening local governments participatory management within a decentralisation process

- In Peru, information panels with data of regional and local investment and execution in the budget programmes for early childhood were prepared and distributed: one at the national level; 14 for the regions in 2011 and 2012; and 28 at district level in 2012.
- In Peru, PRISMA designed and distributed one national and 14 regional infographic reports regarding national and regional investment in strategic programmes.
- In Peru, PRISMA, in collaboration with the Mesa de Concertación para la Lucha Contra la Pobreza, Ministry of Education and the National Education Council, contributed to a campaign in five regions that aims to verify adequate conditions (teachers hired, maintenance of infrastructure, educational material) at the beginning of the school year. Findings were published in a report in June 2012

Indicator 2: Number of women empowered through collective action in associations, self-help groups

GTF 086 IDASA - The Right to Know: The Right to Education

- In Zambia, female representation in key positions increased (2 chairpersons, 3 vice-chairpersons and 2 treasurers) in 7 Parents-Teachers Associations, in 7 schools,

GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches

- In Sierra Leone, the Movement for Resettlement and Rural Development (MORRD) has identified 56 women in five chiefdoms of Kenema District to participate in a comprehensive training on Women and Political Leadership roles in the district.

GTF158: Oxfam GB – Raising Her Voice

- In Nepal, 547 women from minority and 'low caste' groups were deliberately brought into community decision making of 82 villages and taking up leadership positions for the very first time. [158, PCR]
- Across the Raising Her Voice programme[5], 27,725 women activists and leaders were supported to contest leadership positions, lead local community actions against rights violations and hold local power holders to account.
- An estimated 17,948 women have participated in leadership training by Raising Her Voice partners and allies during the programme across 18 countries.
- In Pakistan, a member of the local partner filed a court stay order to ensure 15% representation for women in her Zakat (Islamic relief fund) Committee which had been established with an entirely unelected male membership. 4 women have since been appointed.
- In Nepal, a total of 1472 women, from a total of 2004 participants in community discussion classes, have taken on leadership roles in community level decision-making structures (28% of these in key positions). These women have accessed to the equivalent to £42,524 from village development committees; traced and returned a total of £11,265 of misused

[5] Albania, Armenia, Bolivia, Chile, Gambia, Guatemala, Honduras, Indonesia, Kenya, Liberia, Mozambique, Nepal, Nigeria, Pakistan, South Africa, Sudan, Tanzania, and Uganda

committee funds; supported countless local service improvements in health, education and water and sanitation services; contributed 31,703 volunteer hours and leveraged in-kind community contributions of £28,214.

- In Guatemala, 28 of the women Oxfam's partners worked with in 3 communities stood for local elections in 2011. Two were successful.
- In the Gambia, 3 community pressure groups of 30 women each (90 total) were formed to strengthen local level advocacy on the Africa Women's Rights Protocol. Specific action plans were developed to deal with rape cases, withdrawal of girls from school, domestic violence, employment rights and women's political representation.
- In Indonesia, 84 marginalised women from 24 villages participated in training to embed leadership skills and further develop confidence to participate in community development processes.
- In Pakistan, 1,500 members of Women Leaders Groups in 30 Districts have supported a range of local initiatives addressing women's rights (e.g. training and literacy centres, income generation schemes)
- In Armenia, in year four, 500 young girls from the four targeted communities were actively involved in decision-making processes at schools, colleges and universities via their membership and participation in students' councils. 25 of them were invited to City Council meetings where they presented their advocacy priorities for the rights of people with disabilities, poor families and girls living in isolation in their families because of gender discrimination. One of them became head of Students' Council of Ijevan branch of Yerevan State University, the first time a young woman was elected to this position. More broadly, over 60% of young people in educational institutions demonstrated increased understanding and positive behaviour to gender equality and women's role in decision-making and governance.
- In Nepal, over 1300 women have been empowered through Community Discussion Classes demonstrated by taking on leadership roles in community decision-making structures. With this, the total women representation in health, education, water and forest users structures has increased to 48% from 28% (baseline indicator). Out of the total 450 agendas discussed in the four decision-making structures during the reporting period, 165 were recommended by women. 163 of the 165 agendas backed by the women were taken forward for implementation. 111 of them were implemented. Many CDC participants were waiting for elections and/or reformation of the decision-making structures at ward and village level so that they could grab the opportunity to get elected or nominated.

GTF 170 Search for Common Ground - Football-Based Media to Strengthen Good Governance and Transparency

- 837 women across 10 countries[6] took part in a survey which showed overall increased access to knowledge.
- 979 women across 10 countries[7] took part in mobile cinema screenings as organizers – thousands took part as participants.

GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access

- In South Africa, as a result of advocacy using the results of the Greater Inclusion of People Living with HIV and AIDS (GIPA) Report Card, two women living with HIV (WLHIV) now sit on the South African National AIDS Council plenary committee as Deputy Chairs. Previously, no one openly living with HIV has ever been represented at this level.

Output 3 Accountability
Increased respect for human rights, the rule of law and a free media by governments at different levels

Indicator 1: Incidences of media coverage of governance issues

GTF 044 Partnership for Transparency Fund **-** Citizens against Corruption

-

GTF 077 BBC Media Action- A National Conversation: promoting accountability, transparency and participation through partnership with public broadcasters in Africa

- Over 1,050 governance programmes were (cumulatively) produced and broadcast across Tanzania, Sierra Leone, and Angola.
- In Angola, the radio programme 100 Duvidas (100 Doubts) covered the right to protest,

[6] Angola, Burundi, Cote d'Ivoire, DR Congo, Indonesia, Kenya, Liberia, Morocco, Nepal, Sierra Leone, Zimbabwe
[7] Ibid.

including a debate on what constitutes a protest, the legal regulations and the process of authorisation. The episode brought together the Director of the Legal Office of the Luanda Provincial Government, a lawyer, a national police officer and a student protestor. Following the programme, protests were held in Luanda, which the Luanda Provincial Government allowed to go ahead. International media outlets picked up on a growing movement of protests in Angola each getting larger and larger in the immediate months that followed. • In Angola, a website called the Union of Angolan Journalists was set up by a local partner in the run up to and following the August 2012 elections to include election news and updates. The website averaged over 2,000 hits per month and reached more than 12,000 people • In Sierra Leone, the pilot episode of *Tok Bot Salone* discussed election violence with panellists from the main political parties, police and civil society. Closer to the 2012 presidential and legislative elections, a special TV edition of *Tok Bot Salone* brought together 100 young people from across the country to discuss what they want from the newly elected government. Working alongside the Independent Radio Network (IRN) and the Sierra Leone Association of Journalists (SLAJ), over 90 hours of critical radio programming was also produced over the election.
GTF 086 IDASA - The Right to Know: The Right to Education • In Ghana, 10 print media publications on the Ghana Right to Information Coalition activities and interventions were published by national newspapers. • In Uganda, IDASA's partner has implemented a community radio programme to allow the community to phone in about school governance issues. A special hour and phone number were allocated for only women, to ensure that female voices are heard around educational governance issues. • In Zambia, 2 articles on violence against children and the abolition of Grade 7 and 9 examination fees and its impact on financing and quality of education were published.
GTF 088 NASCOH - Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems • In Zimbabwe, the weekly radio programme 'Seka urema wafa' which profiles disability issues and concerns was on the air **52** weeks of the fourth year of the programme.
GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches • In Uganda, duty bearers are explaining policies and responding to citizen requests by appearing on radio. The Kalangala District Health Officer has used community radio to explain policies as regards traditional birth attendants; debates with citizens led to the posting of doctor to the district. • In Ghana, Zambia, Ethiopia, and Uganda four community radio programmes radio phone in formats to enable citizens to engage elected representatives and other duty bearers. • Five community radio programmes were used to facilitate dialogue between citizens on governance issues in Malawi, Ghana, Zambia, and Ethiopia. • In Ghana, Radio Ada stimulated public debate through a 12-week weekly Soap Opera on trusteeship by traditional, local and national authority.
GTF158: Oxfam GB – Raising Her Voice • In Nepal, 10 TV and 25 radio programmes were broadcasted, 30 articles published and 15 listeners groups formed and mobilised that positively support poor and marginalised women in governance and campaign against violence against women. • In Nepal, four national newspapers published eleven feature stories in the changes the community women have been able to bring about in themselves and their communities. Local newspapers in the project districts cover almost all public events such as ward gatherings. • In Uganda, 3 TV spots on Maternal Health, Economic Empowerment and Peace Building were created and aired during national elections followed by 2 press statements and 1 national TV talk show, as well as a 'Face the Citizens debate' by Presidential Candidates about their manifestos on Reproductive Health. • In Indonesia, 2 national media campaigns were developed A one hour documentary on the programme achievements was also produced in collaboration with a national TV channel.
GTF 170 Search for Common Ground - Football-Based Media to Strengthen Good Governance and Transparency • 117 television programmes, 52 radio episodes, and 200 mobile cinema screenings were conducted over the course of the programme.

GTF 309 Living Earth Foundation - Developing Good Governance in the Niger Delta, Nigeria

- In the Niger Delta in Nigeria, proceedings of Good Governance Forums and State/Local Government Association Dialogues were published twice in a major national newspaper and 3 times in local/regional newspapers in Year 5.
- Academic Associates PeaceWorks' Facebook page (A New Naija) and website (anewnaija.org), as well as Twitter, became important platforms for discussions on good governance in the Niger Delta in Nigeria with 14,000 hits a month.

GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access

- In Zambia, the local partner secured a weekly slot in the Post newspaper to inform the public about HIV.
- In Zambia, the People Living with HIV Network (NZP+) held a one-day meeting to engage journalists on the impact of HIV-related stigma and discrimination on people living with HIV and to strengthen partnerships with key media institutions. 18 media organisations attended the event (5 TV stations, 8 radio stations, 3 newspapers and 2 online publications) and ran a media story about HIV-related stigma.
- In Zambia, representatives from twenty media outlets attended the launch of the People Living with HIV Stigma Index report by the Zambian Minister of Justice. One outlet produced a thirty-minute documentary that was aired daily on prime time television for five days.
- In South Africa, a documentary about the Ukuthwala (forced marriage) was produced and has already had wide-reaching impact in addressing gender-based violence in the Eastern Cape. The video is being used to reinforce the implementation of the South African Sexual Offences Act and training of the South African Police Service on the implementation of the Act. As a result of the advocacy work done, there is now a one-stop centre for rape survivors.
- The following number of media events were held in 2012/13: Senegal: 5; South Africa: 2; Nigeria: 1; Malawi: 1: Kenya: 3; Cameroon: 1.

Indicator 2: Number of trained journalists

GTF 077 BBC Media Action- A National Conversation: promoting accountability, transparency and participation through partnership with public broadcasters in Africa

- A total of 1,132 people across Tanzania, Sierra Leone, and Angola were trained in editorial / technical skills to produce governance programming

GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches

- The average capacity performance of 60 journalists has increased across Ghana, Sierra Leone, Ethiopia, Uganda, Zambia, and Malawi during the programme.

GTF158: Oxfam GB – Raising Her Voice

- In the Gambia, 28 journalists were trained on the implementation of women's Act 2010.
- In Guatemala, Asociación Ixmucané acquired a radio frequency license and basic equipment to operate a community radio station, engaging and training 40 community women reporters

Indicator 3: Number of human rights abuses registered by authorities

GTF158: Oxfam GB – Raising Her Voice

- In Liberia, the local partner successfully advocated for the prosecution of perpetrators of the crime of kidnapping and forcing a young girl l to undergo female genital mutilation against her will. The case is providing a valuable regional legal precedent on this controversial rights issue.
- In Nepal, members of Community Discussion Classes have initiated significant community activism to prevent violence against women, responding to over 545 cases over the project's 3 years. A further 448 were referred to the police, courts and village development councils.

GTF 312 Zimbabwe Human Rights Forum: Strengthening human rights in governance and transparency in Zimbabwe

- In Zimbabwe, the Forum registered 2,559 litigation cases on human rights between 2009 and 2013. [

GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access

- Improved access to justice brought about by the Leadership Through Accountability, has protected the Human Rights of 20 People Living with HIV (PLHIV) **in** Kenya and Tanzania, where 23 cases of stigmatisation and discrimination of PLHIV have been taken to court.

Indicator 4: Number of women and girls with improved access to security and justice services

GTF158: Oxfam GB – Raising Her Voice

- In Gambia, 30 circumcisers publicly abandoned their practice of female genital mutilation at a 'Dropping of the Knife' ceremony in response to long-standing pressure from Raising Her Voice coalition allies.
- In Pakistan, Oxfam's Raising Her Voice programme has supported nearly 116,000 marginalised women to register for ID cards for the first time. The ID registration scheme is part of Oxfam's wider work to build the voice, leadership and decision-making influence of 1,700 women community leaders in 30 districts nationwide.
- Across Africa, 50 lawyers and women's rights activists have been trained in the use of the Maputo Protocol for legal action.

GTF 312 Zimbabwe Human Rights Forum: Strengthening human rights in governance and transparency in Zimbabwe

- In Zimbabwe, Zimbabwe Women's Lawyer Association (ZWLA) has assisted 4,351 female litigants in Harare alone with legal advice, representation, and legal empowerment. It has also recruited and trained human rights defenders and paralegals that can offer advice to disadvantaged women in their own communities and make referrals

Output 4: **Accountability**

Strengthened CSO engagement in the fight against corruption

Indicator 1: Number of corruption cases registered with Advice and Legal Action Centres of particular relevance to poor people

- None of the sample programmes

Indicator 2: Number of corruption cases registered by CSOs of particular relevance to poor people

GTF 044 Partnership for Transparency Fund **-** Citizens against Corruption

- In Nepal, corruption in the health sector was significantly reduced after Samuhik Abhiyan (SA) engaged anti-corruption and health authorities, media and community organizations in implementing activities to enforce citizens' right to free health care services. This led to significant improvements in access to health services in Bidhur Municipality, and Betini and Khanigaun villages in Nuwakot district.
- In Azerbaijan the Centre for Economic and Social Development's investigations revealed significant irregularities in tendering and contracting, during the construction of the Baku-Tbilisi-Kars railway project by two state agencies. CESD took up these issues with the relevant Azeri government authorities. . As a result US$10.4million of missing money was returned to the state budget.
- At the University of Buea in Cameroon students have exposed corruption. For example: (1) Over £70,000 was found to have been embezzled from the National Social Insurance Fund over the years by senior University leaders and was subsequently reimbursed by the University. (2) The former Vice Chancellor was denounced for attempting to shield a Director accused of embezzling nearly £50,000. This precipitated his retirement. (3) A professor was exposed for sexual harassment and soliciting bribes, found guilty and dismissed.
- In the Philippines, as a result of the "Textbook Count" project geared toward eliminating corruption in textbook procurement, leakages in service delivery, prices of textbooks and time allotted for procurement were greatly reduced.
- In India, leakage from safety net programmes was reduced, with over 300 previously excluded families gaining access
- In India, , a project in Orissa with the aim of achieving a reduction of 80% in diversion of essential drugs allocated for free distribution to the poor in Khariar block, managed to reduce nearly to zero "corruption taxes" from health service providers, saving each household nearly £30 per year. Furthermore, maternity grants are now immediately handed over to the mothers after delivery without any bribe, and medicines available in the hospital are freely distributed.
- In India, also in Orissa, three partners have helped highlight irregularities in the National Rural Employment Guarantee Scheme (NREGS) as well as other basic service provisions. As a result:
    - Those getting work rose form 48 to 88% of the target population in one Block (intermediate tiers in state bodies at district level) and from 40 to 98% in another;
    - In one of the Blocks, now job card applicants do not pay bribes (65% did so at the start);

- One Junior Engineer was fined approximately £150 for abusive behaviour and another returned money which he had taken as a bribe, while one village level worker was suspended for corruption;
- Fake job cards in one Block fell from 2100 to 1250;
- In two Blocks the average wages paid rose from 35-50% of minimum wage to 90%;
- The delays in getting wages fell in one Block from 60 to 20 days;
- The number of days of work under the NREGS has increased from an average 26 days a year at the start to 60 days a year now;
- In one Block, worksite facilities have been increased -from 4% to 100% for drinking water, 3% to 50% for first aid, and 36% to 70% for child care-.
- In one Block 120 cases of irregularities were identified, of which 25 cases were resolved through interaction with the responsible officials.
- In another Block, corrupt practices in NREGS related activities have reportedly been reduced. For example, job cardholders had been able to recover more than Rs.130,000 that had been diverted by officials and more than Rs.150,000 that were due but not paid out.

- In India, PTF partners have tackled corruption in the Public Distribution System scheme (PDS, a network of 'fair price shops' for people 'Below Poverty Line' -BPL-) with the following results in Orissa, Bangalore and Karnataka: :
  - In three project areas 14,796 people have been able to get BPL cards as entitled;
  - In one project area 95 fake cards were eliminated;
  - PDS shops offering substandard food fell from 44 to 26% in one project area;
  - Shops opening in due days rose from 10% to 60% in one project area;
  - Shops allocating the correct range and weight of items rose from 50% to 85% in one project area.
- In Nepal, as a result of the formation of Corruption Monitoring Committees the number of patients accessing health services at district hospital in Bidur increased by 40 percent and doubled at sub-health posts in Beteni and Khanigaun villages. Within the project area, the poor and marginalized people are receiving about 85 percent of their basic medicine free, and 60 percent of the health service premises are working in a corruption-free manner.
- Also in Nepal, the Federation of Community Forest User Groups expelled three members involved in the illegal trade of timber.
- In the Philippines, PTF's partner has identified and stemmed £100,000 of corrupt or wasteful practices in the national youth fund.
- Also in the Philippines, the close monitoring of hospitals' procurement of drugs and other items contributed to a more genuinely competitive process and savings estimated at £450,000.

GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches

- In Malawi, the government’s Youth Development Fund was suspended pending investigations into mismanagement and the re-design of the programme as a result of evidence produced by a grantee,

GTF158: Oxfam GB – Raising Her Voice

- In Nepal, women participating in community decision-making structures have been able to detect and probe misuse of funds and force repayment. The women were able to retrieve approximately £10,000 across the districts of 600 Bardiya, Dailkeh and Surkhet .

GTF 163 EISA -Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society

- In Democratic Republic of Congo , EISA supported an NGO in Kinshasa to investigate the illegal sale of their school and putting in place a strategy to prevent the sale. This included raising the issue in the media, contacting Members of Parliament and the Governor of Kinshasa, who at the closing of the sale decreed it to be an illegal sale and the school was handed back to the community.

Output 5: **Responsiveness**
Increased opportunities for people to influence and determine policy and legislation

Indicator 1: Evidence of the state’s ratification of relevant International Conventions affecting human rights particularly those that affect poor people

GTF158: Oxfam GB – Raising Her Voice

- In Uganda, the Maputo Protocol was ratified on 22nd June 2010. The Domestic Violence

Bill, The Prohibition of Female Genital Mutilation Bill and the Prevention of Trafficking in Persons were also passed. Work is on going with advice from the Ministry of Justice and Constitutional Affairs and the Law Reform Commission to identify the sections of the law still in need of amendment or repeal.

- In Kenya, the government ratified the Maputo Protocol on 8th October 2010 following coordinated support and pressure from civil society including significant input by Nairobi-based Raising Her Voice partners.

Indicator 2: Number of instances where influence has been exerted on policy or regulations

GTF 044 Partnership for Transparency Fund **-** Citizens against Corruption

- In Nepal, illegal logging and smuggling of timber has decreased by 80% in the project area. This is the result of multiple initiatives including: increased understanding of the corruption issues amongst communities and stakeholders; the introduction and institutionalisation of new local rules by Forest User Groups. and improved record keeping and initiation of public audits and public hearings.
- In India, local partner Jananeethi has successfully brought to the surface the serious malpractices and violations of rights in India's clinical drug trial sector. It has also elicited a powerful ethics debate, and prompted government agencies to enforce and oversee fair, humane, transparent drug trials.
- In Sierra Leone, PTF's partner helped Parliament draft a Freedom of Information Act.

GTF 086 IDASA - The Right to Know: The Right to Education

- In Zambia, a national education policy was established and a new Education Act gazetted with the participation of the CSOs. The new Education Act guarantees the right to education up to high school, makes free basic education for children a right, and prohibits corporal punishment among other achievements.
- In Uganda, regulations that guide the practical implementation of the Freedom of Information Act were put into place.
- In Ghana, as a result of CSOs advocacy, key quality drivers have been defined in the Annual Education Sector Operational Plan 2011 and deprived districts have been targeted.
- In Malawi, the education and finance ministries have added gender-sensitive objectives to their budget.
- In Uganda, CSO proposals (such as the need to align the priorities in the National Development Plan with those in the national budget and the need to allocate more resources to school inspection so as to improve on the quality of basic education) were debated by members of the Parliamentary Budget Committee meeting of Parliament, and will be followed up to ensure that they are adopted in the next national budget.

GTF 088 NASCOH - Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems

- In Zimbabwe, the Constitution now has a section on disability. The Electoral Act was amended to be disability friendly and now allows People with Disabilities to vote in secrecy. A draft National Disability policy is now in circulation with stakeholders

GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches

- In Ethiopia, child parliaments in two Woredas (sub-counties) were established in order to allow direct interaction with the council of elected representatives for Guraghe Zone (decentralized county). After hearing the children's participation, the Council of Elected Representatives engaged the Department of Women, Youth and Children Affairs for Guraghe Zone to provide training on the policies and conventions regarding child rights and protection. They also extended the practice to the remaining 10 Woredas as part of the government initiative for engaging in children's issues.
- In Uganda and Ethiopia, pressure from local partners has led to an examination of how to integrate informal institutions into the justice system to ensure wider access for the poor.
- In Zambia, local partners are forcing exclusion issues onto the agenda in re-drafting of the constitution and improving policies addressing the needs of people with disabilities, youth and women.
- In Ghana, the Mental Health Bill was passed in parliament in February 2012, after being influenced by a local partner through research-based evidence and discussions on the media.
- In Zambia, local partners working in coalition have been instrumental in getting the government to ensure adequate provision and clauses to address disabled children's rights

are incorporated into the new education bill.

GTF158: Oxfam GB – Raising Her Voice

- In Nigeria, the Violence Against Person Prohibition Act was successfully passed through a 2nd Parliamentary reading. The Gender and Equal Opportunities Bill was also introduced to Parliament this year and has now passed 2 readings in 4 State Houses of Assembly with sustained support from Raising Her Voice coalition members.
- In Honduras, in response to growing anger over rising levels of Femicide (1 killing every 15 hours) and continued police and State inaction (under 2% of cases investigated by police), Femicide was classified as a crime in January 2013.
- Overall, Raising Her Voice partners and coalitions[8] have contributed to 10 national and provincial level laws to prevent and protect against various forms of violence against women and girls, supported the development of 7 more draft laws to prevent and protect against violence against women and girls and contributed to 9 national and provincial level laws to protect and promote women's rights.
- Raising Her Voice partners have informed constitutional review processes (Tanzania) and decentralisation Statutes (Bolivia and Pakistan) that will ensure that women's rights are embedded firmly in new legal and political frameworks.
- In (Indonesia,), due to advocacy efforts by Raising Her Voice local partners in Papua, members of the Paniai Local Parliament now have to write mandatory reports on constituency activities during recess sessions.
- In Pakistan, 3 new laws were passed preventing Anti-Women Practices, Acid Crimes and strengthening the Women in Distress and Detention Fund Act.
- In Bolivia, new legislation prohibiting harassment and political violence against women was passed.
- In Honduras, local partner participation in lobbying for the 2011 Electoral Law reform saw new political commitment to a timeline for increasing women's political representation at national level to 50% by 2016. The law also mandates parties to invest 10% of state funding into the training and political promotion of women members.
- In Mozambique, partners contributed to the development of the Inheritance law.
- In South Africa, partners contributed to the development of the Gender Equality Bill to domesticate the African Women's Rights Protocol.
- In the Gambia, partners contributed to draft Bill legislating against Sexual Harassment, Female Genital Mutilation and Domestic Violence.
- In Indonesia, women successfully lobbied the Health Office's local government Task Force for the introduction of a healthy milk programme in community health centres in Papua.
- The Tanzanian Civil Society Universal Periodic Review secretariat (led by Raising Her Voice partner) travelled to Geneva to lobby for the Government of Tanzania to commit to amending laws which are discriminatory to women as part of the Government's formal reporting there in February 2012. Concerns on Gender Based Violence and Legal Gaps posted were incorporated into Committee recommendations.
- In South Africa and Nigeria, partners supported development of shadow African Commission on Human and People's Rights reports.
- In Bolivia, 44 of the coalition's proposed articles were introduced in the final draft text of the Department's Statute of Autonomy in Cochabamba, which, in time, will have budget implications for gender equity investment.
- In Bolivia, in alliance with the President of the City Council Cercado, Municipal Ordinance 4023 was passed, which regulates the use of the image of women in media.
- In Bolivia, the Municipality of Quillacollo adopted the Municipal Ordinance No. 023/11 "For a Carnival without Violence."
- In Guatemala, the Centre for the integral attention of women victims and violence survivors (CAIMUS) was created. It has played an important role in coordinating the State's actions to prevent, persecute and punish crimes against women in Petén.
- In Guatemala, hearings with authorities resulted in the establishment of the Centre for the integral assistance to women and the shelter for victims of violence in Quiché.
- In Nigeria, trained women activists developed an action plan to promote the provisions of the AU Protocol and steps have been taken by Legislators to pass the GBV bill

[8] In Albania, Armenia, Bolivia, Chile, Gambia, Guatemala, Honduras, Indonesia, Kenya, Liberia, Mozambique, Nepal, Nigeria, Pakistan, South Africa, Sudan, Tanzania, and Uganda

• In Honduras, the 50% quota for women's participation was accepted by political parties and the National Electoral Tribunal as a result of the lobby of the local partner and other national women organisations.
GTF 163 EISA -Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society • In Democratic Republic of Congo, CSOs proposed amendments to specific laws and directly contributed to the definition of new policies, such as: provincial budget laws, laws on forest conservation (Equateur), social protection of the young mother, electoral laws, land issues (bas Congo), equity of gender in governance systems, equity of gender in employment opportunities, and the National Strategy on the Fight Against Corruption. • In Democratic Republic of Congo, the first ever Anti-Corruption strategy was finalised and handed over during an official state ceremony to the DRC Government represented by the Deputy Prime Minister.
GTF 309 Living Earth Foundation - Developing Good Governance in the Niger Delta, Nigeria • In Nigeria, 2 bylaws emerged on 'Participation of civil society in Monitoring Government Projects' as a result of the Accountability Corps meeting in Gokana Local Government Authority and Good Governance Forum in Sagbama
GTF 312 Zimbabwe Human Rights Forum: Strengthening human rights in governance and transparency in Zimbabwe • In Zimbabwe, stamp duty fees for Maintenance and Protection Order Applications were reduced, and the Judicial Services Commission increased the jurisdiction of magistrates' courts as a result of the consortium's lobbying. • In Zimbabwe, 75% of women's demands incorporated into the new Constitution. A Draft Amendment Bill to the Prison Act and a model Anti-torture Bill have been presented to legislators by the Consortium. A draft Family Law Bill is being developed in conjunction with the Ministry of Justice.
GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access • National partners linked with a broad East African regional movement to harmonise versions of the HIV bill and to push their goals on to the regional agenda. This regional advocacy resulted in criminalisation clauses being removed from the initial draft of a new regional bill, which is expected to supersede all National HIV Acts and Bills in East Africa. • In Nigeria, the national network together with broader civil society, advocated for the draft Anti discrimination Bill. In June 2013 the Bill was read out in a public hearing as part of the final stage before it is enacted in to law. • In Senegal, the Ministry of Health (MoH) committed to implementing the Greater Involvement of People Living with HIV and AIDS (GIPA) principle at all levels. • In South Africa, the People Living with HIV network and Civil Society platform used the evidence from the GNP+ research tools to successfully advocate for the deputies on the national AIDS Council to be people openly living with HIV. • In South Africa, the People Living with HIV Stigma Index has been incorporated to the new National Strategic Plan and will be implemented nationally
GTF 422 PRISMA - Tools for strengthening local governments participatory management within a decentralisation process • In Peru, 139 joint plans were developed at district level with the support of PRISMA. 105 district improvement plans were implemented. And 94 plans have a budget. [422, AR4] • In Peru, 28 regional policies and 146 district policies, which promote the improvement in quality and coverage of public services were designed as a result of the training strategy of the programme for local and regional authorities.

Output 6: Capability
Improved implementation of the policies that are designed to meet the articulated needs and provision of services and public goods for vulnerable and excluded groups

Indicator 1: The number of people who will be affected by changes in policy and practice that improve delivery of services and public goods:

- increase in primary school enrolment
- improved access to water and sanitation
- improved HIV/AIDS, reproductive and general health services
- improved judiciary system

GTF 044 Partnership for Transparency Fund **-** Citizens against Corruption

- In the India Citizens Against Corruption programme some 250,000 poor villagers living below official poverty line have benefited, receiving work cards, payments or rations that were due them, and those that were ineligible for the benefits and that were fraudulently claiming benefits have been disqualified

GTF 088 NASCOH - Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems

- In Zimbabwe, over 1,100 people with disabilities have benefitted from medical/support appliances through grants from local authorities as a result of this programme [
- 2,000 out of 10,000 polling stations have been assessed by NASCOH and Zimbabwe Election Commission District Election Officers for accessibility to persons with disabilities, of which 400 have been modified (rails, ramps and large windows) to accommodate wheelchairs and other mobility devices.

GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches

- In Uganda, World Voices identified and promoted a culturally rooted model of justice and improved it by linking it to some aspects of the formal justice mechanisms, and improved access for marginalised citizens. In one year (2011/12) the Bataka courts in two parishes of Ruteete and Kyaterekera (where the model was being developed and tried) were able to handle 107 cases, resolved 81, referred 27 and also received eight from the formal justice system. Bataka courts have continued to liaise with the formal courts in terms of coordination and for Appeals mechanisms. It is envisaged that accessing justice through Bataka courts will improve for at least 257,100 people.
- In Ghana, the passage of the Mental Health Bill benefits an estimate 2.4 million people.

GTF 309 Living Earth Foundation - Developing Good Governance in the Niger Delta, Nigeria

- In Nigeria, in the Ethiope West Local Government Association reactivated and upgraded the Ugbomoya water scheme in Jesse town to full capacity utilisation allowing access to clean water for 5,000 people.
- In the Niger Delta in Nigeria, 1,670 people benefitted directly from the Nweol Community Secondary School library project; 2,500 people benefitted directly from the provision of the mini theatre at Cottage Hospital, Kaiama; provision of a bore hole directly benefitted 2,500 people in Mosogar; 450 students benefitted from the provisions of desks and chairs at a school in Bua Yeghe.

GTF 312 Zimbabwe Human Rights Forum: Strengthening human rights in governance and transparency in Zimbabwe

- In Zimbabwe, 831,387 people have had improved access to legal assistance from 2009 to 2013.

GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access

- In Malawi, engagement with policy makers led to the phasing out of the first line treatment “Triomune” containing D4T for People Living with HIV. As a result, 450,000 people on Antiretroviral Therapy will benefit from new treatment which is Tenofivir-based with less side effects.

GTF 422 PRISMA - Tools for strengthening local governments participatory management within a decentralisation process

- In Peru, 2,582,470 new children under 18 years of age have ID cards access/coverage of ID cards among children (0 to 18 years) increased from 40.8% to 93.2% in the project regions (In 2009, 2,102,013 children under 18 years of age had ID cards, in 2012 4,684,483;)

Annex 9: Learning Products of the 12 Sample Programmes

GTF 044 GTF 044 The Partnership for Transparency Fund - Citizens against Corruption
Short Articles:

- *Improving health services in Nepal: Evidence from the Governance and Transparency Fund*

MSRs:

a) *Monitoring a Railway Construction Project, Azerbaijan*
b) *Improving Transparency & Accountability in Public Procurement in Cross River State, Nigeria*
c) *Promoting Transparency and Accountability for Right Based Community Forestry in Nepal*
d) *Monitoring the Procurement of Medicines, Philippines*
e) *Combating Corruption in Health Services through Citizen Participation, Nepal*
f) *Combatting Corruption at Buea University, Cameroon*

GTF 077 BBC Media Action[1] - A National Conversation: promoting accountability, transparency and participation through partnership with public broadcasters in Africa
Short articles:

a) *Evidence from the GTF: The truth hurts: Exposing inadequate service delivery in Angola.*
b) *Tanzania Elections 2010: Work of one journalist brings plight of the disabled to politicians and voters: Evidence from the Governance and Transparency Fund.*
c) *Evidence from the Governance and Transparency Fund: Breaking down public information barriers in Sierra Leone*.
d) Phone call to radio programme resolves long-running land dispute (Angola)
*e) Local youths speak up and hold local NGO to account (*Sierre Leone*).*

MSRs:

a) Most Significant Result Analysis – BBC Media Action, GTF 077, Tanzania
b) Most Significant Result Analysis – BBC Media Action, GTF 077, Angola
c) Most Significant Result Analysis – BBC Media Action, GTF 077, Sierra Leone

GTF 086 IDASA - The Right to Know: The Right to Education
Short articles:

- *Parents and community leaders take action to end pupil absenteeism on market days* (Ghana). Pretoria: IDASA.
- *Uganda: Female school principal pioneers community and parental action***.** Pretoria: IDASA.

GTF 088 NASCOH - Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems
Short articles:

a) Trailblazers in Representing Disability: Zimbabwe
b) Special Councillor Puts Disability on the Agenda in Masvingo District, Zimbabwe

MSRs:

a) Most Significant Result Analysis 1– NASCOH, Zimbabwe
b) Most Significant Result Analysis 2 – NASCOH, Zimbabwe

GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches
Short article*:*

- *Liu Lathu Significant Change Stories*
- *Bridging the Gap: Giving Communities a Voice in Sierra Leone***.**

MSRs:

a) Most Significant Result Analysis – Uganda
b) Most Significant Result Analysis – Ethiopia
c) Most Significant Result Analysis – Sierre Leone

Research materials produced by the programme for learning by other programmes include:

a) *Rethinking social accountability in Africa: lessons from the Mwananchi programme*.
b) Citizen Voice and State Accountability: towards theories of change that embrace contextual dynamics
c) Rethinking social accountability in Africa: Lessons from the Mwananchi Programme
d) The Mwananchi Ghana Experience: A Summary

[1] Formerly BBC World Service Trust

e) For others see http://www.mwananchi-africa.org/.

GTF158: Oxfam GB – Raising Her Voice
Short articles:
a) *The politics of our lives: the raising her voice in Pakistan experience*
b) *More Women Participate in local Governance: Raising Her Voice in Nepal*
c) *No-one deserves to be abused: changing the mind set in South Africa*
d) *Former Nepalese bride initiates significant improvements at secondary school, Nepal*
MSRs:
a) *Breakthrough for marginalised women in registering for ID cards in Pakistan*
b) *Most Significant Results Analysis - Nepal*
c) *Most Significant Results Analysis - Nigeria*

GTF 163 EISA -Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society
Nil

GTF 170 Search for Common Ground - Football-Based Media to Strengthen Good Governance and Transparency
Short articles:
a) *The team*
b) *The Spirit of Hamro Team*

GTF 309 Living Earth Foundation (LEF) - Developing Good Governance in the Niger Delta, Nigeria
Short articles:
a) *Case Study: AA Peaceworks East/West Road Flood Reconstruction Advocacy*
b) *Case Study: The Role of the Accountability Corps in the GTF Project*
c) *Case Study: Challenges of Long Term Projects in Fluid Political Contexts*
d) *Case Study: Provision of Seedlings and Cassava Stems*

GTF 312 Zimbabwe Human Rights Forum: Strengthening human rights in governance and transparency in Zimbabwe
Short articles:
- *Challenging impunity of perpetrators in Zimbabwe*

MSRs:
a) *Most Significant Results Analysis 1 – Zimbabwe*
b) *Most Significant Results Analysis 2 - Zimbabwe*
c) *Most Significant Results Analysis 3 - Zimbabwe*

GTF 361 GNP+ - Keeping the promise of HIV/ AIDS universal access
Short articles:
a) *Empowering gays and lesbians in South Africa's townships to defend their rights*
b) *Gathering evidence to help Kenyans enforce their Human Rights*
MSRs:
a) *Most Significant Result Analysis 1– South Africa*
b) *Most Significant Result Analysis 2 –Multi Country*

GTF 422 PRISMA - Tools for strengthening local governments participatory management within a decentralisation process
Short articles:
a) *Improving access to pre-school education in Peru*
b) *Providing health care and early child development in Peru*

Annex 10: Programme Visits by Country		2009	2009	2011	2011	2011	2011	2011	2011	2011	2011
		Palestine	South Africa Zimbabwe	Ghana	Nepal	Peru	Sierra Leone	South Africa	Tanzania	Uganda	Zimbabwe
GTF 376	Amnesty International			x							
GTF 376	Amnesty International						x				
GTF 327	Anti-Slavery International					x					
GTF 327	Anti-Slavery International								x		
GTF 077	BBC Media Action						x				
GTF 077	BBC Media Action								x		
GTF 094	CAFOD									x	
GTF 301	Christian Aid			x							
GTF 301	Christian Aid						x				
GTF 301	Christian Aid									x	
GTF 272	Commonwealth Business Council			x							
GTF 272	Commonwealth Business Council								x		
GTF 272	Commonwealth Business Council										x
GTF 003	Conciliation Resources						x				
GTF 003	Conciliation Resources									x	
GTF 163	EISA							x			
GTF 163	EISA		x								
GTF 164	GDN				x						
GTF 164	GDN								x		
GTF 164	GDN									x	
GTF 164/ GTF 334	GDN/IBP			x							
GTF 174	Gender Links							x			
GTF 174	Gender Links		x								
GTF 174	Gender Links								x		
GTF 219	Global Witness			x							
GTF 219	Global Witness					x					
GTF 361	GNP+							x			

GTF 334	IBP							x			
GTF 086	IDASA			x							
GTF 086	IDASA							x			
GTF 086	IDASA		x								
GTF 086	IDASA									x	
GTF 086/ 334	IDASA/ IBP								x		
GTF 328	IPPF					x					
GTF 095	Ma'an Network	x									
GTF 088	NASCOH		x								
GTF 088	NASCOH										x
GTF 112	NICRO							x			
GTF 112	NICRO		x								
GTF 142	ODI			x							
GTF 142	ODI						x				
GTF 158	Oxfam GB				x						
GTF 158	Oxfam GB							x			
GTF 422	PRISMA					x					
GTF 044	PTF				x						
GTF 044	PTF						x				
GTF 170	Search for Common Ground				x						
GTF 170	Search for Common Ground						x				
GTF 141	Tiri						x				
GTF 141	Tiri									x	
GTF 085	Transparency International			x							
GTF 085	Transparency International				x						
GTF 010	Water Aid			x							
GTF 010	Water Aid									x	
GTF 394	WFD									x	
GTF 312	Zimbabwe Human Rights NGO Forum		x								
GTF 312	Zimbabwe Human Rights NGO Forum										x
GTF 238	ZWRCN		x								
GTF 238	ZWRCN										x

Annex 11: Online Survey Results

Q1 - Rank in order of importance the following results in contributing to impact of your GTF programme: (1= most important and 7 = least important

Most important = 1 to least important = 7.	1	2	3	4	5	6	7	n/a
Increased confidence of ordinary people	6	6	2	4	3	2	5	0
Greater capacity of CSOs	8	7	7	2	2	2	0	0
Stronger partnerships between CSOs	3	3	4	5	4	6	3	0
More robust media coverage of development issues	3	1	1	4	4	3	10	2
Greater awareness of people with authority/in government	2	2	9	6	2	5	1	1
Better performance of authorities	4	7	3	3	5	5	1	0
Greater capacity of authorities	2	2	2	4	8	5	5	0

Q2. To what extent did learning from your GTF programme:

	Not at all	Not much	To some extent	Greatly	Very Greatly	Total–
Lead to changes in how the programme was run	1	2	2	13	10	28
Influence the running of other programmes in your organisation	2	0	8	14	4	28
Influence the running of programmes in other organisations	3	7	7	10	1	28
Form part of learning shared within the international development sector generally	1	4	13	6	4	28

12 comments

- The 'learning' was too prescriptive. In particular, the log frames didn't serve our project well.
- "other organisations" here mean our implementing partners.
- The use of PRP as a tool to map and analyse resources has been taken up by other agencies in the area but also formed the foundation of continuing DFID-funded work on climate resilience
- The PTF programmes supporting CSOs have been identified by the World Bank and some other donors as pioneering new ways to assist local CSOs in developing countries and economies in transition to demand greater honesty and accountability of government officials and public agencies. The story of PTF has been set out in detail in a book entitled CItizens Against Corruption published in May 2013. This is a basic reference document.
- As the programme was multi-country, this varied significantly from place to place.
- The impact of the GTF programme has been great on all the Westminster Consortium Partners. Aspects of the programme are currently being used by several of our partners in new programmes. The programme has greatly impacted the way WFD implements programmes.
- Our organisation will never be the same again. There is increased visibility of our organisation to decision makers and would be social partners based on the consultations and requests to present on disability in other regional and international forums. Disability is now better understood since the local leadership in most districts has taken charge of the plight of PWDs
- I have assumed that 'other organisations' does not include partners? The learning from the GTF greatly

influenced partner programmes, but did not have such an impact on others, eg other GTF grant holders.

- The GTF programme for our organization was incredibly helpful, not just in the way we conduct our programming, but also about how we evaluate our impact and learn from our programming in order to improve it. The programme could be challenging, but both our organization and our local implementing partner are better organizations because of it.
- As part of this project we developed tools and case studies that have been used by our organization but also by other organizations working on advocacy to advance governance and transparency
- The GTF was critical to strengthening Christian Aid's understanding of developing and applying power analysis as a programming tool. This has been embedded in our new organisational strategy, and taken up to some extent across all our programming. Learning from the GTF has been useful (alongside learning from similar programmes funded by Irish Aid) in deepening our internal discussions on 'measuring' intangibles such as empowerment, and putting the focus on the quality of dialogue between stakeholders as the key field of action for governance programmes, but it is harder to see this in practice as yet.
- We basically run the program as an action research project, asking questions and allowing independent experts to come in and make sense of what was happening

Q3 - Assess the usefulness of the following management and reporting tools:

–	Not at all useful–	Slightly useful–	Useful–	Very useful–	Essential
Theory of Change	1	8	10	7	2
Overall (global) programme logframe	6	12	3	5	2
Specific project logframes	0	5	14	4	5
Annual Report formats (provided by KPMG)	1	8	10	7	2
Most Significant Results process	3	3	7	13	2

13 comments

- Most Significant Results process came much too late -- it would have been very helpful had this been worked in from the beginning.
- The Theories of Change were articulated respectively and would have been a more useful tool if articulated at project conception / inception. The Most Significant Results allowed an analysis of the components that contribute to a result. Isolating specific significant results, as opposed to several smaller results which may cumulatively have more significant impact, did not best represent the achievements of our project.
- I found the questions included in Y1 and Y2 annual report formats to be most useful. It became less and less helpful as the annual report formats kept changing each year and often just before the annual report deadline. Changes published in late March/early April with the reports due in June - not helpful if you're not an implementing organisation and work with other implementing partners.
- Trying to fit the local work into a large generic logframe was not a particularly useful process, and indeed the reporting against it even less so. The work on the ground was so context specific that it did not benefit from being molded into a generic approach. The MSR process was useful but felt very repetitive when put with the Evaluation and the PCR.
- Regarding the theory of change see PTF's book referenced above. The GTF log frame was of little value to us in the design and implementation of PTF's Citizens' Against Corruption. The reporting guidelines provided by KPMG based on DFID's guidance was far too formulaic--assuming one sized fitted all while in practice the various GTF supported programmes varied greatly in design

and scope. The approach failed to adequately capture the key achievements of the GTF supported programmes.

- Changes in some of the instruments throughout the process created some confusion. Especially in the first part of the programme guidance was unclear.
- The most significant results process arose when the program was basically finished, therefore it wasn't very useful. It required a lot of work at a time when the program manager and staff had already left due to finishing of the program, and could not help to shape the program any more.
- KPMGs reporting guidance and systematic approach was brilliant and grantees were absolutely clear about what was expected from them. A model for good grant management.
- There is a lot of joy in doing things differrently and with
- Some of these things would have been more useful if introduced at the beginning of the programme, rather than being retro-fitted. The MSR process would have been more useful if it had not been such a rush at the end.
- The Most Significant Results process were useful but it were send to us too late in the process. It would be better to have the guidelines for these types of analysis from the beginning of the project
- I'm not entirely clear about all the tools in this question - sorry! I assume that the global logframe refers to a centrally held DFID / KPMG tool? If it means our own overall programme logframe, then it would be 'slightly useful'.
- The KPMG annual reports would have been framed with the same logic as the most significant results

Q4. Assess the importance of the following sources of learning for your programme

	Not at all important/ No contact	**2–**	**3–**	**4–**	**Very important**
The experience gained from your programme itself	0	1	0	9	18
Other programmes run by your organisation	0	2	8	12	6
Other GTF-funded programmes	5	11	8	3	1
Other governance programmes not funded by GTF	6	11	6	3	2
KPMG online Learning Library	14	9	3	1	0
KPMG advisors	5	9	7	5	2
DFID - country office staff	14	9	4	0	1
DFID - UK staff	12	8	5	2	1

Sources of learning summarised	1+2	3	4+5
The experience gained from your programme itself	1	0	27
Other programmes run by your organisation	2	8	18
Other GTF-funded programmes	16	8	4
Other governance programmes not funded by GTF	17	6	5
KPMG online Learning Library	23	3	1
KPMG advisors	14	7	7
DFID - country office staff	23	4	1
DFID - UK staff	20	5	3

12 comments

- Mike MacDonald was a fantastic manager. We couldn't have asked for a better partner in this project.
- We would have welcomed KPMG co-ordinating engagement with grant holders at UK and country level. The intermittent events were of interest, but more regular 'working level' meetings could have been a really useful forum to learn from other grantees and discuss challenges each were facing as well as share outcomes of research, insights gleaned through implementation and so on.
- We have a close relationship with the Conflict Issues Group in the FCO and with some Embassy/High Commission staff built upon long standing engagement or specific Conflict Prevention Pool funds, however we found that DFID engaged very little with the GTF in the countries where we worked and less so in London, until the final year when there was more engagement from a learning and evaluation perspective
- We had no direct contact whatsoever with DFID. The significant challenge of our programme was working through out own headquarters, KPMG and then DFID. Despite our requests DFID in country never commented on any documents we sent or attended any of our meetings
- There was very little contact between PTF and either KPMG advisers and virtually none at all with DFID (except my personal contacts with Mark Robinson which were not part of the organised support for our GTF programme). KPMG had far too few resources for providing meaningful advisory services to grantees nor were they able to mobilise people with the level of experience and knowledge of our work to be able to contribute meaningfully.
- The external evaluation (mid term and end of program) was very useful for our learning.
- We felt that KPMG should have been given a greater budget to support the dissemination of learning both within DFID and other international donors. It is one thing to have budget for learning, it’s equally important to have a budget to disseminate the learning, maybe even to have some sort of roadshow with examples of best practices and innovations from the programme.
- The feedback and constant interaction we had with the mentioned stakeholders cultivated confidence in how we went on with our work and equally helped us to do better
- The KPMG learning library cannot have been sources of learning for the programme itself, as it has only just been launched. No notable contact at all from DfID. Other GTF programmes could have provided more sources for learning, had there been more collaboration 'moments' (during/ after the GTF).
- KPMG was very present with our learning. I found that DFID was not very present. Local DFID country office staff were unaware of our programming and it was on our own initiative that we had to seek DFID reps out.
- At the beginning of the project the GTF organized a couple of annual grantees meetings that were very important for information and tool sharing as well as for networking. Those spaces were fundamental for knowledge sharing and it was a shame that we were not able to have it until the end of the project
- I'm not aware of any technical contact with KPMG, or any value addition from the contact we did with DFID UK staff. There was some early contact with TripleLine which was certainly better than either KPMG or DFID. As noted above, we've drawn heavily on both GTF and Irish Aid funded governance work, including joint learning activities, papers etc.

Q5 Sustainability: Rank the following improvements in terms how likely they are to continue to lead to better governance after your GTF programme (1= most sustainable to 7 = least sustainable

Most = 1 to least = 7.	1	2	3	4	5	6	7	n/a
Increased confidence of ordinary people	11	3	5	4	1	1	3	
Greater capacity of CSOs	11	6	4	4	1	1	1	

Stronger partnerships between CSOs	2	7	6	3	6	3	1	
Better media coverage of development issues	2	0	3	3	8	4	6	2
Greater awareness of people authority/in government	0	4	7	8	3	4	1	1
Greater capacity of authorities	2	3	1	2	6	9	5	
Better performance of authorities	0	5	2	4	3	6	8	

Q6. What additional support would have been most useful to you during the GTF?

	Not at all useful	Slightly useful	Useful	Very useful
More visits to programme sites by GTF managers	3	10	10	5
More guidance on monitoring that was required	1	9	13	5
More guidance on assessing Value for Money	1	7	10	10
More contact with other GTF programmes in-country	3	3	15	7
More contact with GTF programmes in other countries	4	5	12	7
More advice from governance experts on working with citizens	3	5	15	5
More advice from governance experts on working with authorities	1	5	15	7

9 comments

- The problem was not KPMGs in terms of support/lack of provided but more fundamentally the partnership framework within which the Fund was implemented. The set-up and management of the Fund did not prioritise learning outside of a Grantees own sphere of interest, in fact it disincentivised it - meaning the relationship was focussed quite clearly on technical and grant management alone.
- Same answer vis-a-vis DME -- Most Significant Change process wasn't proposed until our project was over. It would have been very useful from the beginning. It can't be done as a retrospective activity.
- Additional support is always valued, but there is a question of the capacity to process this support, and for our organisation working in conflict regions on issues related to governance and conflict the challenge was less one of having access to expertise (we were able to access this as and when needed, by and large), but it would have been good to know that DFID was serious about engaging with the work from early on in the project.
- PTF had access to a network of over 50 highly experienced specialists with wide international experience and great expertise in the areas we were working. Because these people were volunteers we could afford a much high level of advisory support than could ever be mobilised by KPMG given their budget constraints.
- While the process was well managed, we felt that face-to-face feedback between the grantee and the annual report reviewers would have been much more insightful and valuable in helping to improve the following years performance.
- It pays to be guided by best practices which could have come from more direct conduct with the funder. There is surely need for on site visits so that we do not rely on reports which may be doctored to achieve the desired results. That presence was glaringly missing.
- Assessing Value for Money is a real struggle for advocacy projects and we feel the tools and guidance we received were not enough to do it successfully. In the future it is very important

that the grantees are aware, for the beginning, these type of analysis will be required and that tools are developed specifically for advocacy projects

- We did attempt to build in-country contacts with other GTF holders, and indeed led establishment of fora for this in a couple of countries, but with very limited success. So I'm not sure 'contact' per se would have been particularly useful. It is surely more about resources and/or clear accountability expectations for joint learning and collaboration. We also built quite strong links with ODI's GTF work, and this was certainly useful for our thinking. As a partnership agency, it's not totally clear how we would have applied theoretical / advisory input from external 'experts' at HQ level, so here I am taking the liberty of imagining in-country input from expert practitioners :)
- Advice from people specializing in the specific area of our GTF project in developing-country contexts. At the very least, have someone involved who understands evidence-based practice on offender reintegration.

Q7 - Which of the following changes would you be likely to recommend for running a new global governance fund

	Not at all likely–	2–	3–	4–	Extremely likely–
Require a very clear Theory of Change from grant holders	1	3	4	11	8
Give grant holders time to identify partners before starting project work	1	3	8	5	11
Insist grant holders do power analyses before starting work	4	5	8	6	5
Require better logframes from grant holders	2	4	12	5	5
Specify a narrow focus for the type of work to be funded	11	6	6	3	2
Specify a small number of target countries	9	4	6	3	5
Require proposals to allocate larger budgets to fewer projects (spread less thinly)	3	3	10	8	4
Require reports to describe combined overall impact from different projects	7	4	7	7	2

8 comments

- Where we learnt we would never run such a large programme again, I don't think this should necessarily be a rule...different CSOs with different structures may respond differently and we knew that even our smallest funded projects were able to leverage great change, so its not necessarily a question purely of money.
- Log frames should be project specific -- the prescriptive nature of the log frames were not helpful.
- We strongly believe that asking for a very clear ToC or Logframes could be useful great but it is even more crucial to provide enough support to grant holders to understand the various perspectives. In other words a ToC might not make sense to the funder but it's in line with organisational strategies and aims. What has really missed from this programme is the support and orientation from DFID on what the "end in mind" was
- I was only managing the Kenya component, but before that the whole programme was 12 countries. That was untenable, and very hard to shape into one single logframe.
- The key issue here is to build on experience to refine approaches and programme design. This kind of institution building needs to be seen as a very long term endeavour--decades rather than years. The GTF was a essentially a pilot programme to explore ways to support CSOs in demanding better governance. The failure to plan a follow on programme seriously undermines the impact of the GTF initiative and is a serious mistake-- a mistake that donors have repeated again

and again. If true progress is to be made, it is essential to build on past experience rather than mount new unrelated initiatives.

- It was clear that the GTF overall logframe came into existance later in the programme and the programme struggled to relate the 38 Grantees outputs to the overall logframe. The relationships between the individual grantees contributions and the overall logframe could have been better aligned at the inception phase.
- Obviously quite a lot of questions are begged in these choices! If, for example, 'better logframes' means 'more nuanced, able to flex and cognisant of the complex dynamics involved in governance programming' then yes, of course. If it means 'more specific and spreadsheety' than no, of course not. Similarly, if the idea is that the donor would specify focus or target countries, no - but the idea that grantees should articulate a clearer focus, yes. I would add requiring grant holders to invest significantly in learning (say 10% of budgets) and consider holding some money back to support collaboration in-country between grant holders in priority countries.
- I would also likely ask DFID to ensure that DFID country offices where GTF programmes are operating embrace the GTF programmes as a core part of their work and provide a framework for bringing the GTF into the mix of all other support that they are providing in that country

Q8 - What are the three most important lessons that DFID should learn from the experience of the GTF?

What are the three most important lessons that DFID should learn from the experience of the GTF? - 1

Keep the longer project time frame but adapt reporting & evaluation processes to recognise that substantial changes are likely to be required in the four or more years between project design and MTR. A fundamental review stage, based on consultation with stakeholders, would be valuable.

Invest more in relationships with grantees

Agency - helping people to understand that they have the right to make choices is critical

the importance of funding to small civil society organization

Governance work is not a linear process and cant always be fit in a logframe. Therefore more guidance on how to build in and measure impact in the project design is very important

Change takes time and it is not a linear process

Local media can have a critical role in providing public service broadcasting to their communities

If DFID is to support and launch an initiative then it should do so knowing it will engage consistently

Invest in research capacity building

Have direct connections with the work on the ground

Recognise that this is a very long term learning process of institution building, not a one off initiative

Flexibility is a must when working on governance

Excellent program with much potential for long term change

GTF type of funding is essential to generate and test innovations in Governance and Transparency

Effective governance is from the grassroots and hence more funding for activities that target the grassroots.

Be involved

That real impact takes time (several years) and funding should allow for that.

Value of civil society - more bang for the buck

theory of change

It takes time to achieve political changes and hold governments accountable for those, so a multi-year project was a key element for success

More direct interaction between DFID and grantees is important for shared learning and for the achievement of shared advocacy goals

Supporting environmental governance in rural areas can be used as a gateway to advance governance overall and improve livelihoods for the world's most remote rural poor

Greater in-country ownership/recognition of in-country GTF initiaitves

Involve DFID advisors in running the project, do not abrogate responsibility for spending public money down to KPMG

Governance is deeply context-specific - there are no magic bullets - so invest in organisations that demonstrate rooted understanding of the context

Provide better specific support for grantholders in their area of focus. Current support was too general

Demand-side governance is very much a component of the prevailing overall politics in a country

importance of capacity-building and empowerment of CSOs and citizen groups to strengthen the demand side of governance and have improvements on the supply side.

What are the three most important lessons that DFID should learn from the experience of the GTF? - 2

Speed up decision-making: the project lost momentum substantially as a result of delays in DFID decision-making.

Outsource grant management to an organisation with human development as its core mandate

The 'supply' side and the 'demand' side are not so clear cut

the importance of funding for advocacy

be clear from the beginning (before the call for proposals), what are the clear objectives of the programme and not aggregate what grantees are providing to define what achieve. This will help for more realistic specific programmes as well as reinforcing synergies and linkages with other DFID budget lines but also involve more effectively the country delegations

Investing in/supporting civil society to engage in good governance work results in tangible benefits for the poor and marginalised.

If DFID subcontracts out work then it should ensure that the subcontractor has resources to provide proper support

Diversify range of grantees between CSOs and academic organizations

Insist programmes are developed, implemented and monitored based on the local context

Formulaic reporting is ineffective; reporting guidelines should give the grantee ample opportunity to describe what they have achieved and what difficulties they have faced.

Value for money is not a simple equation when working on governance for many reasons - long-term processes, difficulties in attribution of impacts, etc.

Theory of change, results framework, monitoring tools should be clear from beginning

Political programmes are about developing trust and understanding political drivers, this takes time.The duration of GTF funding was ideal to test the ideas.

Critical assessment of implementing partners before programme take off so that we avoid pitfalls of consciousness.

Demand led accountability projects do bring positive results

That different approaches can be used to achieve similar impact and they are often interdependent.

Don't shy away from strategic agendas

logframe

Training CSOs and working in partnerships has proved to be another key element identified to achieve desired results

Value for Money considerations are very important but need to be developed in a nuanced manner

A combination of demand-side and supply-side governance can help build consensus and joint action between government and CSOs to improve governance and livelihoods

If an initiative is important to fund then it is important to continue funding

DFID programme staff are spread too thinly to be able to properly assess the GTF stream or to provide assistance to project holders that are struggling.

Governance is about the quality of relationships between a range of stakeholders - so build / allow for systems of planning & reporting that work with this complexity rather than brutally simplifying it

Be clear at the beginning about end dates and budget years. There was confusion over this.

Measuring change or results in GTF-type of projects requires new tools that can best combine quantitative changes and changes in rules of the game

Need to develop and sustain partnership between government institutions/ officials and CSOs/ citizen groups in the promotion of good governance and transparency

What are the three most important lessons that DFID should learn from the experience of the GTF? - 3

The participation of DFID governance advisors, in-country and UK-based, would add value and would enhance the potential for learning. The barriers to such participation should be identified and, where possible, removed.

be more honest about whether there is a genuine need and then desire to learn from grantee experiences, then adapt management and monitoring accordingly

Ideas about 'good governance' and democracy are viewed by people in developing countries in many different ways.

with such a large programme, it's crucial that the modus operandi focuses on depth (with few countries) rather than width. Therefore considering very large, large and small programmes the same is quite confusind and doesnt favour the actual programmes to demonstrate achievements at their best

Not everything that counts can be counted and not everything that can be counted counts.

More attention should be paid to promoting the synergies between diverse initiatives: it is important to support diverse initiatives that can bring unexpected collateral benefits, but engagements and learning across initiatives should be given the space to thrive

there is high demand for this kind of program so continue it

Reduce the level and numbers of reporting formats

Micro managing grant finance using an accountants' mentality is counter productive

Technical support and coordination from management units is fundamental for success on the ground because of the complex and multi-level contexts of governance and should not be underestimated

Would be good to have learning exchanges between GTF partners organized by DFID

The GTF KPMG approach provide the right balance of support, guidance and oversight and should be considered as a model for future grant programmes

There is need of on the spot checks on programmes to ensure that valuable concepts like value for money are guided ealry enough to ensure good use and sustainable use of the limited resources.This should be done on one on one basis

Governance programmes should be long term (5 years good)

Flexibility is important and program delievery/results should have rpom to change over the course of the programme.

Keep gender alive in any future funds

reporting

Creating spaces to learn from different GTF experiences, even though there were few spaces, was really valuable provided that it was a global initiative

DFID should consider a more streamlined approach towards obtaining information and reports from grantees. The GTF required too many reports (inception, monthly, quarterly, annual, ad-hoc country reports, mid-project, and project-end)

Visual representation of monitoring data can serve as a powerful tool for adaptive management and policy influence

Be less prone to ideological constraints

DFID advisors must carry out a full assessment of potential project partners capacity to implement a programme long before a GTF is awarded.

Put enough money into the management of the fund, and put it through an organisation with a clear understanding of governance, not a commercial cheapest bid - if you're going to outsource, at least outsource smartly

More hands on approach to grantees (visit more, face to face contact etc)

Support CSOs and media for facilitating development so that they can effectively bring other actors on board and not as sole project implementers

The importance of both formal dialogues and informal backchanneling in engaging government towards reforms.

Q9. To what extent have your ideas on governance and transparency changed because of your involvement in the GTF programme?

Not at all	1
Not much	1
To some extent	10
Greatly	10
Very greatly	6
Total	28

Q9 16 comments!

- Even in hostile environments progress can be made, and we can begin to emphasise the political rewards of good behaviour over the personal ones of bad. However, gains can only accrue over long periods: short projects with breaks in between them will not succeed. The importance of culture as a tool for introducing complex concepts of governance and transparency has been underplayed.
- Our ideas have changed greatly and it goes far beyond governance and transparency. We're very grateful for having the opportunity to participate in this program and the real depth of the change can't be captured in a survey.
- I would refer you to our evaluation and impact assessment where it was concluded that as a global programme as well as country projects, Governance Advocacy requires strong context analysis as well as power analysis to be able to develop the right strategies to bring back the balance to an equilibrium. The GTF programme has been a real catalyst for our rights based approach discussion and will be built in to our next strategy.
- This GTF-funded project coincided with a period of growth within BBC Media Action. During this period, we developed our internal 'Approach to Governance and Rights' paper, which this project has influenced.
- Transforming governance is a long-term endeavour, and primarily political 2. A peacebuilding approach to governance builds relationships and trust been local communities, local authorities and national institutions 3. External support based on a partnership approach can maintain local ownership 4. Building confidence in public participation can be a catalyst for peaceful change - See more at: http://www.c-r.org/resources/sharing-responsibility-governance-midst-conflict#sthash.Fwzw0jZi.dpuf
- We have seen the advantage of developing country based programmes in close partnership with a local partner.
- I learned a lot from local experiences and understood better some of the complexities of the processes and of power relations. Overall, however, my original ideas and assumptions did not change much - I think they were basically confirmed, though enriched.
- The programme certainly helped WFD crystalize our thinking about how to enhance CSO-parliamentary engagement. It also helped us develop a conceptual framework by which WFD can identify weakness in existing parliaments and develop better programmes.
- Our organisation will never be the same again. The lessons learnt have cascaded to our membership and a lot of positive change has occurred at our organisation in terms of how we approach policy makers, how we manage our programmes and the importance of documentation with evidence
- We have elaborated on this in detail in our reports - please refer to PCR. Primarily linked to our learning about how an understanding of power and contextual power relations can help to achieve aims and objectives. Also interesting lessons about big advocacy results (e.g. policy change) often being hard to attribute and report on due to multiple actor involvement, but bringing about the biggest changes - making reporting difficult. Other interesting lessons about women in governance, indigenous land rights campaigns and other specific contextual learnings.
- This most links to how we measure real change and impact when it comes to governance and transparency. There are so many interconnected issues and ways to address those issues.

When addressing governance and transparency, the context changes so frequently that rigid programming doesn't work. Challenges to governance and transparency are not static, and programming needs to adapt to that. And most importantly, no one organization can do it alone - it requires an integrated and comprehensive approach.

- We have learned that although it takes time, improving governance and transparency might become a reality. From this involvement, we have learned that it was not only about demanding governments for the fulfilment of their commitments, but also to work in collaboration with them to actually create policy changes as a response for those commitments and to create the mechanisms to hold them accountable for that. And this Programme allowed us to prove that the whole cycle of advocacy is possible, training CSO and partners, creating policy changes addressing citizens' needs and holding governments accountable, thus improving governance.
- We used this grant to really advance our thinking on gender and governance, especially at the local level, and link that to our media work - making every voice count.
- Power analysis - as noted above under Q2 - has become central to our thinking about governance. We've not thought so much about transparency!
- I have developed a different thinking to doing social accountability projects, based on evolving theories of change that are fit for different contexts as part of learning, rather pre-occupation with fixing a perfect one at the start. The GTF, as a multi country programme, allowed me to explore different approaches and think about what was working and not working and why.
- The project enabled us to pilot engagement strategies and approaches with local and national government institutions/ officials, and these experiences and the lessons from these experience help us in improving our advocacies and dealing with officials/ institutions.

Annex 12: GTF 044 Partnership for Transparency Fund - Citizens against Corruption
Programme Identification Details

GTF Number	044
Start Date	25/07/08
End Date	30/06/13
Brief Summary of Programme	PTF assisted 52 CSOs pilot innovative ways to fight corruption by directly engaging with public agencies. It provided 75 anti-corruption grants for: • Monitoring public procurement and sale of public assets; • Monitoring public agency activities (especially in service delivery) related to transparency and accountability; • Public expenditure tracking & strengthening financial accountability systems; • Promoting transparent government; • Contributing to the drafting and implementation of anti-corruption legislation and regulation; • Media campaigns and the strengthening of investigative journalism to expose corruption and promote transparency and accountability.[1]
List of countries where activities took place	Cameroon, Democratic Republic of Congo, Kenya, Liberia, Nigeria, Sierra Leone, Uganda, Trinidad & Tobago, India, Nepal, Azerbaijan, Indonesia, Mongolia, Philippines, Sri Lanka, Latvia, Moldova
Number of local partners	52
Target groups and wider beneficiaries	Various--specific groups of poor people, or specific local communities, or institutions or sometimes the whole population, depending on the particular project.[2]
Final reported expenditure	£2,000,000

Learning
To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	Previous experience of providing small grants of between £5,000 and £15,000 to CSOs for clearly defined direct actions which when backed by experienced advice can have a marked impact on reducing corruption. PTF's experience was that CSO involvement through replication and scaling up could progressively institutionalize civil society participation in anti-corruption programmes[3]. The importance of identifying and getting the cooperation of key influential officials and public agencies sympathetic to the anti-corruption work of CSOs noted in the proposal.[4]
Learning methods and tools used	Experience of previous PTF programmes/ projects. Theory of change used as a learning tool. Peer to peer learning and knowledge sharing local, country and international workshops (no information on what learning was used in practice).[5] Regional workshops were held twice a year from 2009.

[1] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.8.
[2] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.1.
[3] PTF, 2007, *Application to the DFID Governance and Transparency Fund for a Grant,* p.3
[4] PTF, 2007, *Application to the DFID Governance and Transparency Fund for a Grant,* p.6.

	Workshops tended to be restricted to existing PTF partners, *and so have not contributed to the sharing of PTF experience to a new audience*.[6] However with 52 partners, one could argue that PTF had its hands full sharing lessons within its own programme. Workshop briefs summarizing discussions and what was learnt, for example: • The important of a conducive context and of CSOs, media, communities, and other allies working work together to constructively engage with policy makers and service providers; • Results in the fight against corruption are achieved when CSOs use strategies such as: making use of disclosure policies to access relevant information; monitoring the performance of service delivery providers and demanding accountability; educating and empowering citizen monitoring groups, and mounting awareness-raising campaigns and building capacity of a variety of stakeholders, including media and government officials to then take collective action[7]. Staff and directors used conferences where appropriate to disseminate PTF's experience in fighting corruption. Use of websites - all project completion reports and evaluations posted on PTF's website (acts as a documentation centre); partner CSOs required to use their own websites to publicise the results of PTF supported projects. There is a lessons learned section on the website. Book - *Citizens Against Corruption: Report from the Front Line*. In 2013 this was #10 on the World Bank's list of Top Ten Blog Posts by Readership.[8] Evaluation, for example the final evaluation notes: • That *PTF could give more emphasis to international sharing of experience and to encouraging the spread of the key SA* (social accountability) *tools used by PTF partners. This would enable PTF to use its inherent strengths more systematically and to demonstrate a more distinct "product line";*[9] • A lesson learnt was that the constructive, non-confrontational, approach of PTF may not work in some situations where a more confrontational approach is required;[10][11] • Although the PTF is a cost-effective volunteer driven organization, concentrating on fewer countries and fewer partners could improve its efficiency and effectiveness[12]. PTF agreed with this

[5] For example PTF 2011, *Citizens Fighting Corruption in Asia: Findings & Lessons of a Regional Peer Learning Workshop (2011)*.
[6] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.23.
[7] PTF 2011, *Citizens Fighting Corruption in Asia: Findings & Lessons of a Regional Peer Learning Workshop (2011)*.
[8] **http://ptfund.org/category/news/** on the 15th February 2014.
[9] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.16.
[10] Clark, John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.5.
[11] KPMG, 2013, Feedback letter to PTF on the project completion report, 11th December 2013, p.2
[12] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.5.

	observation, which was also supported in the KPMG response to the project completion report.[13][14] Emphasis in the final evaluation is on establishing sharing experiences, networking and communications rather than a more specific focus on learning about achieving outcomes and impact across PTF partners and outside.
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	Overall the programme had good quality projects, which is indicative of learning and experience. The final evaluation refers to substantial benefits, as do the MSRs (see below). In a number of cases monies gained from anti-corruption projects were quantified and were shown to be very substantial—a multiple of the total GTF grant. *Over 80 per cent of projects had an identifiable impact in actually reducing bribery, extortion or corruption or strengthened the institutional arrangements aimed at reducing corruption* [15]. Lesson learnt in this programme was that *Richer results and learning experiences are found in countries where there are multiple partners and repeater grants.*[16] This has been recognised by PTF as noted above, although the sustainability of PTF itself is uncertain – because of a lack of core funding and because of difficulties experienced in fund raising.[17] However this comment is equally valid for in country situation where there are multiple organizations working on a specific theme – regardless or not of the presence of an intermediary organisation.
How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	On the whole how learning methods and tools led to project and programme changes is not articulated in reporting. The major source of learning seems to have been the experience of PTF and partners which was brought into the design and implementation of the programme. The sharing of information is not analysed for its impact on learning – this was not a GTF reporting requirement. But reference made to one new reporting tool learnt. PTF developed a new scoring mechanism (1 to 5) to ease project reporting (partner capacity to quantify results varied considerable across 75 diverse projects) against the programme logframe.[18] This was incorporated into its project completion assessment process and this seemed to be providing an effective solution to reporting against the logframe. *PTF has been able to report data on the percentage of CAC projects that have performed satisfactorily or better, and on the percentage of projects that have had an identifiable impact in actually reducing bribery, extortion or corruption or have strengthened the institutional arrangements aimed at reducing corruption* .[19]

[13] PTF, 2013. *Citizens against Corruption, Completion Report to DFID's Governance and Transparency Fund, p*.17/

[14] KPMG, 2013, Feedback letter to PTF on the project completion report, 11th December 2013, p.2

[15] Clark John D, 2013.,*Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.40 and 41.

[16] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.17.

[17] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.28 and 29.

[18] This could have been as a result of KPMG advice, based on experience elsewhere. This type of scoring system implicitly acknowledges that some projects fail. Source: KPMG

[19] KPMG, 2013, Feedback letter to PTF on the project completion report, 11th December 2013, p.3 and 4.

	Missed learning opportunity highlighted in the final evaluation - *country progress reports (rather than all partners preparing individual project reports),* which could synthesise *the progress of all partners as well as activities of the coordinator*. … this would allow *all grantees to establish progress against the agreed project timetable, identify problems or key challenges surfacing and at the same time could identify notable success stories and interesting news.*[20] This could also include in-country learning, the findings of which could be disseminated and shared for learning across country programmes.[21]
Role of DFID in supporting learning from the programme (at country level and in the UK).	Previous work supported by SIDA, UNDP, World Bank, IADB and ADB. Assigned learning advisor from the GTF – one to one communications with an appointed advisor facilitated consistency in feedback PTF attended workshops in the UK, including grant holder meetings. Presentation to DFID India in 2010.[22]
Reporting from grant holder in terms of contributions to learning.	Six Most Significant Results analyses: 1. *Monitoring a Railway Construction Project, Azerbaijan;* 2. *Improving Transparency & Accountability in Public Procurement in Cross River State, Nigeria;* 3. *Promoting Transparency and Accountability for Right Based Community Forestry in Nepal;* 4. *Monitoring the Procurement of Medicines, Philippines;* 5. *Combating Corruption in Health Services through Citizen Participation, Nepal;* 6. *Combating Corruption at Buea University, Cameroon.* These provide informative summaries of each of six projects which include information context, the theory of change used; approaches, methods and tool used; the experience of implementation; long term impact of people's lives and value for money. Whereas reporting to GTF requirements (which were focused on capacity building) these MSRs provided PTF and projects with an opportunity to succinctly present the results of capacity building and impact on people's lives. They describe the projects and outcomes rather than provide an analysis of social and economic impact. For most projects it was too soon to identify the impact of successfully addressing corruption issues on people's lives. But clear outcomes for civil society and organisations were evident, including behaviour changes. For one of the MSRs the scale of the approach was insufficient to expect a widespread social and economic impact without scaling up the project.[23] The value for money sections cover economy (costs), with a comment on effectiveness. But largely efficiency and effectiveness of the project is deduced from the project descriptions and results. It was outside the remit of the MSRs to compare the project design and implementation with other possible means of achieving the same results.

20 Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.17.
21 Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.17
22 PTF, 2010,*Citizens Against Corruption (CAC) - South Asia Program: Presentation to DFID India, February 22nd 2010*.
23 PTF, nd**,** *Promoting Transparency and Accountability for Right Based Community Forestry in Nepal***.**

	Strength of evidence that the result was achieved is assessed in each MSR, although this is subjective. Short article: • *Improving health services in Nepal: Evidence from the Governance and Transparency Fund.* Final evaluation – see comments in this annex.
Management of the quality of reporting to improve the potential for learning.	*DFID's own requirements are very detailed; these can easily be handled by large CSOs used to grants from large donors, but prove extremely difficult for grassroots CSOs, especially where their managers have limited English language skills.* [24] Revised logical framework in 2010 correlated more clearly with the organisation's budget and work-plan.[25] Feedback comments on the project completion report[26] include noting major learning points in the programme.

Theory of change and results
Contribution of the programme to the GTF logframe

Theory of change	*In almost all cases, the underlying theory of change is that citizens, once informed of their rights and once they understand what is happening, can be mobilised to monitor corrupt agencies and demand their rights*[27] This was evidenced in the achievements of many projects that *came as a result of the unusually tight focus on specific cases of corruption that partner CSOs were required to maintain. This ensured CSOs aimed for small-scale, measurable and sustainable results*.[28] Examples of methods and tools provided in programme reports, and in particular in the MSRs, used to promote better governance and transparency in the projects. The MSRs also give more information on the context of each project, which indicates the circumstances in which the methods and tools were successful.
Major reported achievements Those marked * are reported in the GTF logframe	a) In 2011 PTF supported the Center for Economic and Social Development with a grant of US$35,000 to monitor the use of oil revenues received by Azerbaijan's State Oil Fund. As a result US$10.4million of missing money was returned to the state budget.[29] b) *The implementation of a new public procurement process by well qualified procurement officers in Nigeria's Cross River State resulted in contract cost savings in the first 12 months of some $2.7 million. Control over the risk of corruption in procurement increased from 35% (operating under the old*

[24] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.19.
[25] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.40.
[26] KPMG, 2013, Feedback letter to PTF on the project completion report, 11th December 2013.
[27] PTF, 2013, *Citizens Against Corruption, Project Completion Report*, p, 11.
[28] KPMG, 2013, Feedback letter to PTF on the project completion report, 11th December 2013, p.3
[29] PTF, nd *Monitoring a Railway Construction Project, Azerbaijan,* p.1

	procurement system) to 60% in the first six months of using the new procurement procedures.[30] c) *The National Citizens' Movement for Free Elections has successfully monitored a) 143 bidding and procurement processes related to the purchase of £23million worth of drugs and hospital materials and b) the delivery of £4.36million worth of essential medicines to 23 Hospitals and Health Centres across the Philippines. This monitoring has resulted in estimated savings of between £200,000 and £400,000.*[31] *d) *In Nepal, CSO Forest Action built the capacity of six Community Forest User Groups in Morang District for and 'direct action' campaigns to reduce forest sector corruption. All 6 groups have initiated procedures for public audits and hearings. Overall, the project has brought about an estimated 40% reduction in volume of timber purchased in corrupt manner and 100% control of illegal transportation of timber and other forest products.*[32] *e) Corruption in the health sector in the Bidur Municipality, Nepal, has been significantly reduced as a result of a project undertaken by Samuhik Abhiyan's. …..By the end of the project 97% of people in the project area were receiving accurate information on health services from health facilities; 100% had information on free delivery and allowance for delivery; and 77% had access to free medicine all the time—all marked improvements on the situation when the project began (see below). Additionally, …., 10 corruption cases have been filed, one of which involved the embezzlement of $21,130 related to the purchase of free medicines, and six of which were successfully prosecuted.*[33] *f) Anti-corruption measures have been institutionalized in the internal systems of the University of Buea in Cameroon……. Students have exposed corruption. For example: (1) US$120000 was found to have been embezzled from the National Social Insurance Fund over the years by senior University leaders and was subsequently reimbursed by the University. (2) the former Vice Chancellor was denounced for attempting to shield a Director accused of embezzling US$65000. This precipitated his retirement. (3) A professor was exposed for sexual harassment and soliciting bribes, found guilty and dismissed. Student campaigning has softened earlier stiff resistance against anticorruption …. Professors and students are now requested to sign a new code of ethics. A standard course on ethics for all first-year students has been established. Students are taking the lead in bringing the negative results of corruption to the wider public. The methodology used at UB has been adapted and is being replicated by other partner NGOs in the Cameroon South West Region, targeting secondary schools and municipal councils.*[34] *g) *In the India some 250,000 poor villagers living below official poverty line have benefited, receiving work cards, payments or rations that were due them, and those that were ineligible for the benefits and that were fraudulently claiming benefits have been*

[30] PTF, nd, *Improving Transparency & Accountability in Public Procurement in Cross River State, Nigeria*, p.1
[31] PTF, nd, *Monitoring the Procurement of Medicines, Philippines*
[32] KPMG, 2014. *Project Completion Report, GTF, Draft*, Annex 4
[33] PTF, nd, *Combating Corruption in Health Services through Citizen Participation, Nepal*
[34] PTF, nd, *Combating Corruption at Buea University, Cameroon*

	disqualified. h) The following are from the PCR[35], and exclude the above. *i)* The introduction of citizen participation in making investment decisions by Buea Municipal Council which serves as an example for other local authorities in Cameroon; *j)* The empowerment of a 1000 village communities in curbing corruption in the administration of the National Rural Employment Guarantee Scheme and Public Distribution System in India, setting an example for other such communities; *k)* The initiation of measures to make the administration of drug trials more ethical in India; *l)* The successful introduction of integrity pacts in major public contracting in India potentially saving hundreds of millions of dollars and in Latvia in regard to the construction of the new National Library: *m)* Initiating a citizen monitoring system for educational expenditure in a district in Indonesia; *n)* Initiating citizen monitoring of the use of local government development funds in Kenya, Liberia and Mongolia; *o)* Enabling young people to monitor and thereby curb corruption in the use of grants for youth services in the Philippines; *p)* Citizens helping draft and improved freedom of an information law and promote its enactment in Sierra Leone; *q)* Introducing a new code of ethics for the judiciary in Mongolia, for the police in a district in Uganda and for schools in Moldova; *r)* The implementation of a programme to stop the 'leakage' of drugs in Lira District in Uganda.
Evidence of contribution and attribution to outcome and impact	The extent of the contribution of project activities to their results is not set out – tracking the link between the two and supporting this with independent evidence was not a reporting requirement. The detail set out in the MSRs about context, power relations, activities and descriptions about the role of the project in addressing the critical problem suggests a strong link.
Sustainability	The final evaluation *was confident that the impact of these projects is often quite sustainable due to the levels of community organisation and empowerment achieved, the commitment of project activists, the buy-in of local officials (due to the constructive engagement approach used) and other factors. It is likely that the grassroots structures formed will also often be durable after funding ceases and that promoting stronger local demand for good governance triggers a "virtuous circle" of enhanced vigilance and community confidence*.[36]
How were risks and assumptions dealt with in reporting?	Apart from the logframe these are not explicitly addressed separately and have to be deduced from narrative reporting. They held true.

Value for money

Contribution of the programme to providing value for money	PTF operates as a "virtual organisation" without permanent offices. The programme worked with small local CSOs focused on anti-corruption work; experience of managing a large number of small grants, and drew

[35] PTF, 2013, *Project Completion Report: "Citizens Against Corruption"*.p.9 to 10.
[36] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.5.

	on a large network of dedicated volunteers (mostly retired senior staff from development agencies).[37] The heavy reliance of experienced volunteers meant that some activities may have suffered, in particular network building and communications, and the final evaluation recommends the employment of a network coordinator. But the level of core funding in PTF does not allow for employing more staff.[38] Focused on systems that discouraged corruption, rather than addressing incidences of corruption.[39] Funded several related projects in the same country.[40] But the evaluation noted the *current geographic and partner spread to be too great for an organisation of PTF's modest size, and … that in general the most impressive results are to be found where multiple grants have enabled partners to build up more sustainable interventions, particularly in countries of greatest partner concentration*. [41] In a *few projects where direct benefits can be listed, it is evident that the immediate financial savings alone are worth many multiples of the GTF grant to PTF*.[42] *While larger scams usually attract more media interest, the cumulative impact of these pervasive smaller-scale malpractices* (that CSO grants focused on) *is much more damaging to society and to development*.[43] Examples from India given of *the very considerable rewards the projects bring to poor communities for very small expenditures*.[44] In terms of the replicability of project approaches the final evaluation *found a number of occasions where either CSOs have sought to replicate approaches demonstrated by PTF-financed projects to be effective…. or the authorities have been inspired to make policy changes*[45]

[37] PTF, 2007, *Application to the DFID Governance and Transparency Fund for a Grant,* p.4 and 18.
[38] Clark John D, 2013. *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.6
[39] PTF, 2007, *Application to the DFID Governance and Transparency Fund for a Grant,* p.5
[40] PTF, 2007, *Application to the DFID Governance and Transparency Fund for a Grant,* p.5
[41] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.4.
[42] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.5.
[43] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.12.
[44] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.25.
[45] Clark John D, 2013, *Partnership for Transparency Fund "Citizens Against Corruption" Programme, Final Evaluation*, p.31.

Annex 13: GTF 077 BBC Media Action[1] - A National Conversation: promoting accountability, transparency and participation through partnership with public broadcasters in Africa
Programme Identification Details

GTF Number	077
Start Date	**October 2008**
End Date	**September 2013**
Brief Summary of Programme	The programme was designed to improve the media's ability to empower audiences to hold those in authority to account, give voice to diverse sectors of society, facilitate participatory policy-making, and provide an interface between citizens and government. It did this by: • Increasing the technical and editorial capacity of over 1300 individuals from partner organizations to produce and co-produce more than 1000 governance programmes; • Improving the provision of information on governance issues to audiences by featuring government officials in the vast majority of the programmes, who responded to diverse issues of concern to listeners; • Improving dialogue between audiences and government; and by • Increasing opportunities for citizens to participate in dialogue with their leaders via calls, SMS or email by asking questions directly in live audience debates, to every programme.[2] Partners changed from public sector radio broadcasters to independent broadcasters.
List of countries where activities took place	Angola, Sierra Leone, Tanzania
Number of local partners	60
Target groups and wider beneficiaries	Project beneficiaries included: at least 5,523,700 audience members who benefited through opportunities to participate, discuss, be informed and share their views with media, government officials and wider civil society. At least 1,327 people who benefited from training/mentoring and hands-on experience in co-productions, all aimed at their long-term sustainability as producers of public service output.[3]
Final reported expenditure	£3,881,747

Learning
To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	Programme design drew from other DFID-funded BBC Media Action governance work including Budget Monitoring in Nigeria, Iraq, and Bangladesh.[4] Institutional experience of the BBC for programme implementation is not explicitly presented but nevertheless permeates programme design and implementation and the of course the format for radio programmes.
Learning methods and tools used	Theory of change used as a learning tool. Midterm review.[5]

[1] Formerly BBC World Service Trust
[2] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.6.
[3] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.1 to 2.
[4] BBC Media Action, 2007, *Proposal: A National Conversation*, p.7.
[5] BBC, 2011 Letter to KPMG, Mid-Term Review, GTF077 'A National Conversation, 28th April 2011

	Final evaluation.
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	Overall the programme, after changing partners, had good quality projects, which is indicative of learning and experience. The final evaluation refers to substantial benefits, as do the MSRs (see below). Lessons learned: • A two pronged approach to addressing local and national accountability strengthened performance; • Developing an audience drive programme -*the practice of 'putting the audience first*' whereby audiences were invited to identify topics for discussions; • Radio station open days attended by (largely reluctant) local government officials and NGOs; • Audience research through community based organizations. • Collating text messages to inform programming.[6] Weakness in learning is also highlighted in the final evaluation. This does not imply that BBC Media Action had any more learning to do than other programmes: all that can be said is that this evaluation had a strong focus on lessons learned. • *The transformation of state broadcasters into public service broadcasters is a long term project and requires a slower and more nuanced approach than that originally envisaged by 'A National Conversation'.* Political economy analysis would have surfaced the informal rules and relationships underpinning the formal layers of government. In response BBC Media Action was undertaking a political economy analysis in Tanzania at the time of the PCR.[7] • *Capturing and presenting impact presents methodological and practical problems. An approach is required that can systematically examine governance-related changes resulting from media interventions and that categorises and aggregates the multiple and disparate results in a meaningful way. It should enable the mapping of the chain of causality to identify key influencing factors and inform theories of change around the role of media in governance.* • *Explicit equity dimensions and targets should be built into programme design, monitoring and evaluation systems, and reporting. Principles of inclusion should underpin partner agreements.* • *The media's capacity to continue playing a role in increasing transparency, accountability and responsiveness after the project lifetime should be enhanced by introducing or strengthening strategies that build financial viability, localise sources of expertise and leverage the potential power of the sector as a whole.* • *Lessons learned from the GTF project, especially experiences of media capacity-building and new understanding generated around how the media can contribute to better governance, should be shared and disseminated at country level and with other organisations working in this area.* • *Greater attention should be paid to the role of ICTs in facilitating audience contribution and participation, extending reach, and for*

[6] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.53 to 55
[7] BBC Media Action, 2013, *Project Completion Report*: *A National Conversation* p.8.

	data collection and monitoring purposes, especially amongst partners. [8]
How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	The final evaluation sets out clearly how the theory of change was used retrospectively as a learning tool.[9] This demonstrated how the programme could have benefited from using political economy analysis at the start.[10] A consequence of not using this tool in programme design meant that partners in Angola and Sierra Leone changed significantly at the start, and was changed halfway through the project in Tanzania. The programme had been designed on the premise that state broadcasters would be *willing and appropriate partners to deliver the GTF objectives: this expectation failed to materialise in two countries and in Tanzania, the reaction was ultimately hostile and resulted in the cessation of the partnership. It appears that insufficient attention was paid to assessing the potential points of leverage within the existing media and civil society landscape. In particular the informal rules and institutions that guide the realpolitik but need surfacing through investigative analysis*. Hence this was a major learning for BBC Media Action. [11] The final evaluation and the Most Significant Results papers articulate well how the learning that resulted from the need to change partners led to programme and project changes, and they also provide evidence linking outcomes with activities. Concomitant with this is that a major source of learning was the experience of BBC Media Action and its partners which was brought into the design and implementation of the programme.
The role of DFID in supporting learning from the programme (at country level and in the UK).	In preparing the project BBC Media Action consulted with DFID in Angola, Sierra Leone and Tanzania.[12] In November 2011, the programme was brought under the governance pillar of the Global Grant, a £90 million DFID funding envelope intended to consolidate and streamline management of all new and existing grants to BBC Media Action. [13] Reports were sent to KPMG with final financial control sitting with the Global Grant manager in DFID, which presented a potentially weak auditing link. In Sierra Leone the current DFID Governance Advisors are frequently contacted by the BBC Media Action Country Director to update them on plans and priorities. Interaction with DFID in Tanzania has been less extensive. Since DFID closed its bilateral programme in Angola in 2011, communications have been maintained with the British Embassy.[14] Projects in Sierra Leone and Tanzania will continue under the DFID Global Grant.[15] In Sierra Leone the BBC World Service Trust participated in DFID's PIVOT initiative through its elections project. Journalists for Human Rights, who had GTF funding for a programme in Liberia, were partners in Sierra Leone. Both programmes made significant contributions to the GTF media paper, and were invited to make

[8] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.7 and 8.
[9] BBC Media Action, 2013, *Project Completion Report: A National Conversation* p.33.
[10] [10] BBC Media Action, 2013, *Project Completion Report*: *A National Conversation* p.8
[11] Harford, Nicola, 2013, *Final Evaluation: A National Conversation,* p.19 and 33.
[12] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.17.
[13] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.9.
[14] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.17.
[15] BBC Media Action, 2013, *Project Completion Report: A National Conversation* p.4.

	presentations at the first thematic workshop on *Media, Civil Society and Governance* workshop in Tanzania.
Reporting from grant holder in terms of contributions to learning.	BBC Media Action identified three key results for further analysis in Most Significant Results, these clearly set out links between activities and outcomes: • *Most Significant Result Analysis – BBC Media Action, GTF 077, Tanzania;* • *Most Significant Result Analysis – BBC Media Action, GTF 077, Angola;* • *Most Significant Result Analysis – BBC Media Action, GTF 077, Sierra Leone.* These provide informative summaries of each of three projects which include information context, the theory of change used; approaches, methods and tool used; the experience of implementation; long term impact of people's lives and value for money. Whereas reporting to GTF requirements (which were focused on capacity building) these MSRs provided BBC and projects with an opportunity to succinctly present impact on people's lives. They describe the projects and outcomes rather than provide an analysis of social and economic impact. For most projects it was too soon to identify the impact on people's lives. The value for money sections cover economy (costs). Efficiency and effectiveness of the project are not discussed per se, but left to the reader to deduce from project results. It was outside the remit of the MSRs to compare the project design and implementation with other possible means of achieving the same results. Strength of evidence that the result was achieved is assessed in each MSR, although this is subjective. It was not possible to aggregate outcomes in the MSR template.[16] Short articles: • *Evidence from the GTF: The truth hurts: Exposing inadequate service delivery in Angola;* • *Tanzania Elections 2010: Work of one journalist brings plight of the disabled to politicians and voters: Evidence from the Governance and Transparency Fund;* • *Evidence from the Governance and Transparency Fund: Breaking down public information barriers in Sierra Leone*; • *Phone call to radio programme resolves long-running land dispute (Angola;* • *Local youths speak up and hold local NGO to account (*Sierra Leone)*.* Final evaluation – see comments in this annex.
Management of the quality of reporting to improve the potential for learning.	Revised logframe (following advice from Tripleline) was a much clearer and more user-friendly framework.[17] The final evaluation includes some learning recommendations for KPMG and DFID:

[16] BBC Media Action, 2013, *Project Completion Report: A National Conversation* p.33.
[17] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.20.

	• *Recommendation 2: For DFID or Grant manager: The ARS can only provide a very truncated versions of results which in the case of qualitative data is not always sufficiently informative or concrete to assess achievement. If this format is used in future it should require the grant holders to include embedded links to key summary data sources;* • *Recommendation 3: For DFID, Grant Manager and BBC Media Action: In addition the logframe has severe limitations as a results-based framework for interventions such as this that are dynamic and evolve over time, and where the indicators change and targets shift qualitatively and quantitatively. Further, reporting of data gathered at key points can distort the overall picture of cumulative achievement. Whilst acknowledging the need to maintain simplicity, consideration should be given to options for recording achievements on a continuous basis.*[18] Changes to the logframe during the course of the programme presented problems for monitoring.[19]

Theory of change and results
Contribution of the programme to the GTF logframe

Theory of change	The media has a vital role in enabling the public to participate in informed debate about the way their societies are run by creating demand for more responsive government, and in holding governments to account. In this way an independent media is critical in fostering and voicing popular demand for improved governance. [20] When the programme switched to working with independent broadcasters it *remained true to the aim of modelling and transferring public sector broadcasting values*. *The decision to reorient the project in each country and support the wider media sector as well as reach out to a national audience seems well-founded.* [21]
Major reported achievements Those marked * are reported in the GTF logframe	Overall: • **Over 1,050 governance programmes were (cumulatively) produced and broadcast across Tanzania, Sierra Leone, and Angola*; [22] • *A total of 1,132 people across Tanzania, Sierra Leone, and Angola were trained in editorial / technical skills to produce governance programming.* [23] Angola: a) **In Angola, the radio programme 100 Duvidas (100 Doubts) covered the right to protest, including a debate on what constitutes a protest, the legal regulations and the process of authorisation. The episode brought together the Director of the Legal Office of the Luanda Provincial Government, a lawyer, a national police officer and a student protestor. Following the programme, protests were held in Luanda, which the Luanda Provincial Government allowed to go ahead. International media outlets picked up on a growing*

[18] Harford, Nicola, 2013, *Final Evaluation: A National Conversation*, p.21.
[19] Harford, Nicola, 2013, *Final Evaluation: A National Conversation,* p.20.
[20] BBC Media Action, 2007. *Proposal: A National Conversation*, p.5.
[21] Harford, Nicola, 2013, *Final Evaluation: A National Conversation,* p.18.
[22] KPMG, 2014, *Project Completion Report, GTF, Draft*, Annex 4
[23] KPMG, 2014, *Project Completion Report, GTF, Draft*, Annex 4

	movement of protests in Angola each getting larger and larger in the immediate months that followed; [24], [25] b) **In Angola, a website called the Union of Angolan Journalists was set up by a local partner in the run up to and following the August 2012 elections to include election news and updates. The website averaged over 2,000 hits per month and reached more than 12,000 people.* [26] The following from the PCR, and there is some repetition with the above.[27] c) *124 episodes of Estrada da Vida and 200 episodes of 100 Duvidas broadcast on Radio Ecclesia. In addition, the Radio Ecclesia provincial teams produced over 40 provincial magazine shows:* d) *The Radio Ecclesia website was improved and at its height received 16,000 hits per month;* e) *The SJA website included election news and updates with content sourced from a network of reporters. At project close, the website was averaging 2,000 hits per month;* f) *Through these capacity building partnerships, over 250 partner staff were trained, varying from technical and editorial skills and drama production to investigative journalism and station management;* g) *The radio programmes reached over 300,000 people in Luanda, about 13% of the broadcast population. Radio Ecclesia was only permitted to broadcast within the capital;* h) *62% of 100 Duvidas episodes featured an official. This was a significant achievement in Angola. The project in Angola also demonstrated the most significant improvement, compared to activities in Sierra Leone and Tanzania, in facilitating productive dialogue between the public and leaders. This continued until the space for political dialogue contracted in 2012 ahead of the elections, manifesting as increased political pressure on Radio Ecclesia;* i) *88% of regular listeners to 100 Duvidas or Estrada da Vida reported discussing an issue they heard on the programme with friends or family;* j) *The project collated numerous examples of action taken by the public or by local, district or national government to address an issue raised by project programming. One such example is that following an episode of 100 Duvidas covering the right to protest, including a debate on what constitutes a protest, the legal regulations and the process of authorisation, protests were held in Angola which the Luanda Provincial Government allowed to go ahead;* k) *Radio Ecclesia reporter Zenilda Volola won 'Best New Reporter' at the 2011 Annual Media Awards and 100 Duvidas came runner-up in the 'Best Programme' category in 2011 and 2012, These awards were a first for Radio Ecclesia;* l) *Following the closure of the Angola project, former BBC Media Action Angola staff and journalists from project partners including Radio Ecclesia, FMJIG and SJA formed 'Midia Em Acção' to continue supporting an independent and diversified media sector in Angola. They have been able to register as an NGO, an achievement BBC Media Action did not reach in*

24 KPMG, 2014, *Project Completion Report, GTF, Draft*, Annex 4
25 BBC Media Action nd. *Most Significant Result Analysis – BBC Media Action, GTF 077, Angola*
26 KPMG, 2014, *Project Completion Report, GTF, Draft*, Annex 4
27 BBC Media Action, 2013, *Project Completion Report, A National Conversation, p.5 to 6.*

	Angola. 'Midia Em Acção' has subsequently secured funding from the Panos Institute for Southern Africa. Sierra Leone: a) **In Sierra Leone, training has been provided to six community based organisations (CBOs) partners on using radio to communicate effectively with rural non-literate audiences and solicit audience feedback in an unbiased way. In total 42 facilitators from these CBOs have been trained in audience panel facilitation. These six CBOs have in turn conducted 450 audience panels with communities across the country;*[28] b) *In Sierra Leone, 80.1% of regular listeners to radio programme Fo Rod reported they discussed the issues or problems raised on the programme with other people a great deal or a lot. These listeners form part of the 37% of the population that listen to Fo Rod in the areas where it is broadcast. Relevant internal and external studies show that exposure to discursive formats can increase both the effectiveness and intensity of interpersonal discussion, which in turn is found to be associated with forms of participation, such as intention to vote.* [29] The following from the PCR, and there is some repetition with the above.[30] c) *In Sierra Leone, the pilot episode of Tok Bot Salone discussed election violence with panellists from the main political parties, police and civil society. Closer to the 2012 presidential and legislative elections, a special TV edition of Tok Bot Salone brought together 100 young people from across the country to discuss what they want from the newly elected government. Working alongside the Independent Radio Network (IRN) and the Sierra Leone Association of Journalists (SLAJ), over 90 hours of critical radio programming was also produced over the election.*[31] d) *133 episodes of Fo Rod produced and broadcast, over 35 episodes of Tok Bot Salone produced and broadcast, with a significant proportion recorded in local communities, and one television debate special in advance of the elections.* e) *22 capacity building partnerships, encompassing radio stations, community based organisations and journalism associations and networks.* f) *Through these partnerships over 350 journalists were trained, with a focus in editorial and technical production skills or station management, in addition to a series of centralised trainings, such as safe election reporting.* g) *Project programming – including Fo Rod, Tok Bot Salone, and the IRN elections coverage – reached 1.76 million people, equivalent to 50.5% of the adult population in Sierra Leone.* h) *80.1% of regular listeners to radio programme Fo Rod reported they discussed the issues or problems raised on the programme with other people a great deal or a lot. These listeners formed part of the 37% of the population that listen to Fo Rod in the areas where it is broadcast.* i) *93.5% of regular Fo Rod listeners and 87.4% of regular Tok*

28 KPMG, 2014, *Project Completion Report, GTF, Draft*, Annex 4

29 BBC Media Action nd. *Most Significant Result Analysis – BBC Media Action, GTF 077, Sierra Leone, p.1*

30 BBC Media Action, 2013, *Project Completion Report, A National Conversation, p.6 to 7.*

31 KPMG, 2014, *Project Completion Report, GTF, Draft*, Annex 4

	Bot Salone listeners report increased knowledge of key governance issues as a result of listening to the project's programming. Fo Rod continues to focus on service delivery issues and social, economic and political challenges. Tok Bot Salone focusses on political themes of national significance, with questions and debate led by the audience. *j) 89.1% of regular Fo Rod listeners and 84.5% of regular Tok Bot Salone listeners think that the programmes help solve the governance issues they raise.* k) *This quantitative data is reinforced by numerous examples of public action or action taken by local, district or national government to address an issue raised in these programmes*. Tanzania *a) *In Tanzania, national radio programme Haba na Haba (Little by Little) is broadcast on the BBC Swahili Service and a network of 22 community radio stations across the country. The community radio stations form a small mentoring network of 6 core stations that engage in three-month intensive, in-house mentoring and a larger network of 14 re-broadcaster stations that are supported through training and resources. The six core partners are mentored to produce local programmes and feed into the 30-minute national programme, through the provision of packages.* The following for from the PCR, and there is some repetition with the above.[32] *b) The European Union Election Observation Mission reported that TBC had the most balanced coverage of political parties during the election compare to all other broadcasters. Over 60% of consumers said TBC had done 'ok' or 'very well' in: providing fair and balanced coverage; providing a voice to the opposition; providing a platform for the government; and giving the audience a chance to participate.*[33] *c) 81 episodes of Haba na Haba produced by BBC Media Action and broadcast on the BBC Swahili Service and partner stations.* *d) 24 capacity building partnerships with local or community radio stations across Tanzania.* *e) Capacity building partners produce and broadcast 416 episodes of local programming, achieved through embedded mentoring and training support.* *f) Through these partnerships 600 journalists received training and mentoring in editorial and/or technical production skills and 91 station managers or board members were trained in station management.* *g) Haba na Haba reached 3.18 million people, equivalent to 12.6% of the adult population in Tanzania. Partners' local programming reached 378,052, about 1.5% of the total adult population.* *h) 96% of Haba na Haba episodes feature a government official. On average, 95% of partner programmes feature a government official. Partners' access to government official interviewees or panelists has been facilitated by the station 'open days.'* *i) 90.1% of regular listeners think the project programming is playing a key role of holding government to account.*

[32] BBC Media Action, 2013, *Project Completion Report, A National Conversation, p.7 to 8,*
[33] See also BBC Media Action nd. *Most Significant Result Analysis – BBC Media Action, GTF 077, Tanzania*

	j) This quantitative data is reinforced by numerous stories of change, predominantly action by government a local level, as a result of profiling a problem on Haba na Haba.
Evidence of contribution and attribution to outcome and impact	Endline surveys were used to establish media reach as a result of each project, and in Sierre Leone and Tanzania surveys asked listeners for their views on whether project programming played a key role in holding government to account.
Sustainability	The PCR discusses sustainability in terms of the sustainability of impact at governmental levels – which are beyond the programme timeframe. It also notes that it can be challenging to attribute this impact directly to project activities[34]. There is a long multi-dimensional chain of events between programme content and impact on governance and transparency. But it notes that *Lasting impact is likely to be changes in audiences' knowledge and, possibly, the creation of demand for programming that plays a role in holding government to account, provides a platform for the public to voice their concerns and facilitates a dialogue between public and people in power*. [35] At the level of the sustainability of media services the PCR understands this to be the sustainability of change at the practitioner and organisation level of partner stations, which enables partner stations to continue producing programmes beyond the project end and use these skills to develop and improve other station content. But connected to this is the organizational sustainability of partner stations, and in future BBC Media Action will be exploring an approach to this. [36]
How were risks and assumptions dealt with in reporting?	As noted above the programme had been designed on the premise that state broadcasters would be *willing and appropriate partners to deliver the GTF objectives* and this assumption failed to materialize. Hence this was a major lesson for BBC Media Action. [37] Risks and assumptions added to the logframe in 2012 and did not address the need for appropriate partners.[38] Neither did this come into its risk assessment.[39]

Value for money

Contribution of the programme to providing value for money	BBC Media Action has to provide value for money targets for the Global Fund governance programme and the target per capita reach cost for 2011 – 2016 is £0.49. The final evaluation estimated a crude estimate of the overall value for money of the GTF programme to be £0.90 per capita reach. *Relative to the Global Grant target it is high but that was calculated on the expectation of high reach in countries with very large populations such as Nigeria and Bangladesh. As the GTF was confined to three countries including Sierra Leone (adult population over 15 equals 3.49 million) and Angola) audience numbers restricted due to limited broadcast range) this result is not surprising*. [40]

[34] BBC Media Action, 2013, *Project Completion Report, A National Conversation, p. 20.*
[35] BBC Media Action, 2013, *Project Completion Report, A National Conversation, p. 20*
[36] BBC Media Action, 2013, *Project Completion Report, A National Conversation, p. 20*
[37] Harford, Nicola, 2013, *Final Evaluation: A National Conversation,* p.19 and 33.
[38] BBC Media Action, 2012, *A National Conversation, Annual Report for 2011/12, Annexe 2.*
[39] BBC Media Action, 2012, *A National Conversation, Annual Report for 2011/12,* p.10 to 14.
[40] Harford, Nicola, 2013, *Final Evaluation: A National Conversation,* p.47 to 48.

	Luanda is also one of the most expensive cities in the world. The per capita reach figure was revised to £0.68 in the project completion report when up to date quantitative data was available.[41] *Calculations performed for reporting on the Global Grant show that average UK staff costs for example are comparable to DFID admin staff day rates at £238 and in-country staff costs average £35 per day. International trainers may be sourced from within the BBC and the GTF project is normally successful in negotiating reduced rates which rarely exceed the ceiling of £350-£400. This is also the case for freelance consultants. No mark-up is charged on any BBC Media Action or World Service staff time. ….In all GTF countries salaries are benchmarked against those paid by comparable organisations.*[42]

[41] BBC Media Action, 2013, *Project Completion Report: A National Conversation* p.20.
[42] Harford, Nicola, 2013, *Final Evaluation: A National Conversation,* p.33.

Annex 14: GTF 086 IDASA - The Right to Know: The Right to Education
Programme Identification Details

GTF Number	086
Start Date	01/10/2008
End Date	21/07/2013
Brief Summary of Programme	The purpose/ outcome of the programme was a rights-based education policy-making and implementation framework grounded in active citizen engagement and participation. IDASA worked with six national organizations who in turn worked with school committees and other local organizations to influence education policy and budgets in their respective countries. It ended before completion when IDASA went into administration in March 2013: at this stage the programme was well behind schedule.
List of countries where activities took place	Ghana, Kenya, Malawi, Swaziland Uganda, Zambia
Number of local partners	6
Target groups and wider beneficiaries	Immediate beneficiaries - 131 school communities, including the governing bodies and other key local level stakeholders.
Final reported expenditure	£3,400,196

IDASA was also IBP's partner in South Africa for the Open Budget Index

Learning
To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	Programme design and implementation drew on work on the right of children to education and budget monitoring in Latin America.[1] Proposal, reports and the midterm review refer regularly to broad theoretical justifications, which feed directly into IDASA's theory of change, for the programme approach. General references to the Latin American experience are made, but practical examples of learning from other governance and transparency work are not presented.
Learning methods and tools used	Experience of previous IDASA programmes/ projects. Lessons from work in Latin America incorporated into the design and implementation, although detailed evidence of this was not presented. But the theory of change was informed by Latin American experience. IDASA supported the McGee and Gaventa (IDS) study on the impact of transparency and accountability initiatives by writing the sub-paper on freedom of information.[2] IDASA had an useful website for disseminating learning from their Economic Governance Programme, which is no longer available. At the midterm stage the midterm review noted that learning had been focused at partner level, *with little focus on documenting and disseminating lessons and using them to influence policy audiences*.[3]

[1] IDASA, 2007, *Proposal: The Right to Know: The Right to Education*, p.7 and 8.
[2] McGee, Rosemary and John Gaventa et al. 2010, *The Impact and Effectiveness of Transparency and Accountability Initiatives: Synthesis Report*

	The fourth annual report refers to the programme scaling up lessons learned and incorporating these into country level work plans, with a note that more needs to be done. [4] No details of what learning .methods and tools used. Exchange visits were planned between schools. But specific results were not documented.
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	Because the programme was behind schedule and because the last annual report received did not indicate how learning methods and tools or lessons learned could have enhanced outputs, the outcome and impact of the progamme, it is not possible to assess their effectiveness for programme performance. Drawing on its own experience IDASA had demonstrated *some promising developments on monitoring and evaluation including development of "indicator protocols" to help define the indicators, a monitoring database to store evidence; a reporting template for countries synchronised with the indicator protocols and the database and the use of the "most significant change" stories.* [5] It is not possible to determine the extent to which leaning enhanced the programme. Partly because learning itself is not a focus of the proposal beyond experience in Latin America justifying the rational for the programme design, and partly because of a lack of quantitative and qualitative evidence of progress and achievements in the reports. This was despite IDASA putting considerable effort into designing monitoring and evaluation tools which were innovative.
How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	Learning methods and tools are not articulated in the reports. Midterm review provided three lessons for the programme which is set out as recommendations. Two of the three were not followed through and compromised programme achievements, a) a lobbying strategy to secure government support to school management committees and parent teachers associations; and b) securing the adoption of minimum funding norms and standards for basic education. [6]
Role of DFID in supporting learning from the programme (at country level and in the UK).	In the proposal the programme aimed to link up with, and benefit from, the DFID-supported Research Consortium on Educational Outcomes and Poverty. One if its principal advisors was an advisor to the progamme. [7] It is unclear if this happened.
Reporting from grant holder in terms of contributions to learning.	Reporting, including the midterm review, is not specific enough to make a clear contribution to learning beyond the programme. No MSRs. Short articles: • *Parents and community leaders take action to end pupil absenteeism on market days* (Ghana). Pretoria: IDASA; • *Uganda: Female school principal pioneers community and parental action*. Pretoria: IDASA.

[3] Ngeleza, Bangani, 2011, *Midterm Review of the Right to Know: the Right to Education*, p.80.
[4] IDASA, 2012, *The Right to Know: The Right to Education Annual Report 2011/12*, p.4.
[5] DFID, 2012, Email to KPMG, 28th June 2012
[6] Ngeleza, Bangani, 2011, *Midterm Review of the Right to Know: the Right to Education*, p.99
[7] IDASA, 2007, *Proposal: The Right to Know: The Right to Education*, p.9.

	Programme closed early, and there was no final evaluation.
Management of the quality of reporting to improve the potential for learning.	KPMG grant management focused on strengthening monitoring and evaluation and financial accountability. Improvements had been evident in reporting until the fourth year when the difficulties IDASA was in became clear. In November 2010 KPMG withheld funding until a satisfactory response had been received to financial concerns arising out of the second annual report.[8] In the third annual report it looked as if IDASA was back on track.[9] But delays in implementation meant IDASA underspent the 2011/12 budget by £164k. In response to the poor quality of the fourth annual report in 2012, delays in submitting the external audit report, and questions surrounding the use of GTF funds to pay retrenchment costs, KPMG recommended to DFID that further funding be suspended until IDASA had resolved all of the issues highlighted in a feedback letter.[10] In May 2012, KPMG learned that a payment to a local partner had been delayed. The subsequent investigation revealed that IDASA had used a portion of their GTF funding for IDASA staff retrenchment costs. In June 2012, KPMG informed IDASA these costs were ineligible and should be reimbursed to the project account. IDASA was also informed that a formal review of their project expenditures would be conducted after the submission of their annual external auditor report. DFID subsequently requested an external audit of the IDASA project which was completed in November 2012. IDASA provided a written response to the audit findings including additional financial documentation in January 2013. DFID requested IDASA to provide a repayment plan in February 2012, IDASA informed DFID that they had entered court-ordered liquidation proceedings at the beginning of April 2013.

Theory of change and results
Contribution of the programme to the GTF logframe

Theory of change	IDASA proposal highlights the premise that *when people are able to find out what is going on, and thereby claim a 'political space' for concerted action, they are then better able to claim other socio-economic rights, such as the right to clean water or housing….. The value of a transparent, participatory, rights-based approach to budget process has also come to be recognised over the past ten years as crucial in permitting citizens to have a voice in the most important decisions about the allocation of resources. Access to information and participatory budget processes are key drivers of democratic accountability.*[11]
Major reported achievements Those marked * are reported in the GTF	These are all from the GTF Logframe[12] a) *IDASA led several capacity building and learning activities for its 8 partners *In Malawi, Zambia and Ghana, the government responded to CSO advocacy by increasing the education portions of national budget (from 15.78% to 18.6% in Malawi, 13.8%*

[8] KPMG email to IDASA, 23rd November 2010,
[9] KPMG letter in an email to IDASA, 22nd September 2011,
[10] KPMG, 2012, Email to DFID, 3rd August 2012,
[11] IDASA, 2007, *Proposal: The Right to Know: The Right to Education*, p.4.
[12] KPMG, 2014. *Project Completion Report, GTF Draft, Annex 4*.

logframe.	*increase in Zambia, and from 55% to 59% in Ghana).* *b) In Malawi, the local partner conducted a budget analysis on the 2010/11 budget. This analysis was disseminated amongst members of parliamentary committees on education, the budget and finance, development partners and civil society representatives.* *c) In Zambia, female representation in key positions increased (2 chairpersons, 3 vice-chairpersons and 2 treasurers) in 7 Parents-Teachers Associations, in 7 schools,* *d) In Ghana, 10 print media publications on the Ghana Right to Information Coalition activities and interventions were published by national newspapers.* *e) In Uganda, IDASA's partner has implemented a community radio programme to allow the community to phone in about school governance issues. A special hour and phone number were allocated for only women, to ensure that female voices are heard around educational governance issues.* *f) In Zambia, 2 articles on violence against children and the abolition of Grade 7 and 9 examination fees and its impact on financing and quality of education were published.* *g) In Zambia, a national education policy was established and a new Education Act gazetted with the participation of the CSOs. The new Education Act guarantees the right to education up to high school, makes free basic education for children a right, and prohibits corporal punishment among other achievements.* *h) In Uganda, regulations that guide the practical implementation of the Freedom of Information Act were put into place.* *i) In Ghana, as a result of CSOs advocacy, key quality drivers have been defined in the Annual Education Sector Operational Plan 2011 and deprived districts have been targeted.* *j) In Malawi, the education and finance ministries have added gender-sensitive objectives to their budget.* *k) In Uganda, CSO proposals (such as the need to align the priorities in the National Development Plan with those in the national budget and the need to allocate more resources to school inspection so as to improve on the quality of basic education) were debated by members of the Parliamentary Budget Committee meeting of Parliament, and will be followed up to ensure that they are adopted in the next national budget.* There is no summary of major achievements by the close of the programme.
Evidence of contribution and attribution to outcome and impact	The extent of the contribution of the project to the results at the end of Y4 is not set out; indeed there was a lack of *both quantitative and qualitative evidence of progress and impact*[13]
Sustainability	Sustainability of results and the outcome were undermined by the delays in implementation and the early closure of the programme. There was also insufficient focus on strengthening the capacity of local partners.[14]
How were risks and assumptions dealt with in reporting?	There is no mention in the internal risks section of the 4th Annual Report of any risks to IDASA itself.

[13] KPMG, 2012, *GTF 085 IDASA 4th Annual Report Assessment*, p.8
[14] KPMG, 2012, *GTF 085 IDASA 4th Annual Report Assessment*, p.7

Value for money

Contribution of the programme to providing value for money	The value for money of the programme approach was presented as using standard monitoring and evaluation; capacity building of local organizations; working in coalitions; following proper consultative and stakeholder involvement and procurement processes for in-country facilitated workshops, and building evidence on the relationship between the right of access to information and education rights.[15] None of this was quantified and IDASA was asked for more quantifiable evidence of value for money.[16] No further information - programme closed.

[15] IDASA, 2012, *The Right to Know: The Right to Education Annual Report 2011/12*, Annex A3.6.
[16] KPMG letter by email to IDASA**,** 6th August 2012,

Annex 15: GTF 088 NASCOH - Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems
Programme Identification Details

GTF Number	88
Start Date	12 November 2008
End Date	11 November 2013
Brief Summary of Programme	A consortium of local Disabled People's Organisations coordinated by NASCOH have worked to increase the participation of people with disabilities in elections. They have increased voter registration; improved accessibility of polling stations; increased numbers of people with disabilities who act as electoral observers and who actually voted. Vision-impaired citizens have legal right to choose a helper in voting. The consortium members have increased skills. The members have assisted the setting up of Ward Disability Committees and disability budgets at council level. Councils have funded disability aids. Influence on national level legislation; the constitution and a draft Disability Policy.
Country	Zimbabwe.
Number of local partners	7 national CSOs focusing on different areas of disability
Target groups and wider beneficiaries	People with Disabilities in Zimbabwe Assessed as 10% of the overall population
Final reported expenditure	£3 million

Learning
To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	Concept Note refers to evidence from *workshop and preliminary survey findings,*[1]. A needs assessment survey will be early activity in the programme.[2] Previous experience includes lobbying at national level, research on disability issues and assessing performance of government disability initiatives. [3]
Learning methods and tools used	Nothing mentioned in the Concept Note and there is no section dedicated to investment in learning.
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	*Not possible to comment with information available*
How methods and tools were used and what changes resulted (within programmes, across the GTF and	*The programme log frame was adjusted by adding a capability output which states that Government departments & NGOs provide PWDs with material and support services*[4] This may be in response to concerns about PwD livelihoods raised in MTR *There is need to link the governance programme to livelihoods since economic independence enhances the*

[1] NASCOH, 2007. *GTF CN –088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p4.
[2] NASCOH, 2007. *GTF CN –088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p8.
[3] NASCOH, 2007. *GTF CN –088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p16.
[4] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p11.

outside the GTF, including DFID).	*self confidence of PWDs and makes it easier for them to stand for elections as candidates*[5] . This move was proposed by NASCOH (and is common to disability programmes) and was not accepted by KPMG as it did not fit with governance focus of the Fund.[6]
Role of DFID in supporting learning from the programme (at country level and in the UK).	DFID not mentioned in PCR except as a donor. The FER finds that the NASCOH programme fits well with the DFID Country assistance plan[7].
Reporting from grant holder in terms of contributions to learning.	MSR – Zimbabwe, participation in elections; MSR – Zimbabwe, access to identity papers. Short Articles: No 61 – Zimbabwe Disability and Social Exclusion; No 24 - Disability on the Agenda in Masvingo District.
Management of the quality of reporting to improve the potential for learning.	*Reporting is weak. While NASCOH is, on the whole, a successful programme, this does not come across in the reports submitted to KPMG.* ***NASCOH should dedicate greater time and resource to reporting to ensure that their communication matches the good progress on the ground.*** ***GTF Learning Advisors will remain in close contact with NASCOH to assist in reporting and will schedule a visit towards the end of the programme to help with communication of results*** [8]

Theory of change and results
Contribution of the programme to the GTF logframe

Theory of change	The theories of change that are presented in the PCR[9] are more like expressions of an aim and the components are not linked clearly in causal chains. The logframe is weak (for example, stronger NGOs feature at both Goal and Purpose levels) but probably both are cases of the NASCOH staff drafting skills. Theory of change includes use of Zimbabwe Electoral Commission to transmit the NASCOH voter training for People with Disabilities[10]. It is also important to address the issues through traditional leaders. Promoting improved access to schools played on teachers' pride in their school as well as the rights issues for voters and children of school age.[11]
Major reported achievements	*The MTR claims success in increasing capacity of sub-grantees enabling them to campaign for better service delivery. The sustainability of this is questioned[12]. (p26) where it is pointed out that

[5] Chitiga, R. M. et al, 2011, *Report NASCOH MTR*. p 7
[6] Mike MacDonald, pers comm., email, 26/2/2014.
[7] Jangira L. C., Monica Mandiki, Kundai Magodora and Caleb Mutandwa, 2013. *GTF 088, Final Evaluation Report*, p15.
[8] KPMG, 2012. *Zimbabwe Country Visit Report, DFID Governance and Transparency Fund*, p7.
[9] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p.12, 16,19.
[10] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p.17.
[11] Jangira L. C., Monica Mandiki, Kundai Magodora and Caleb Mutandwa, 2013. *GTF 088, Final Evaluation Report*, p.20.
[12] Chitiga, R. M. et al. 2005, *Report NASCOH MTR,* p 5.

Those marked * are reported in the GTF logframe	six of the seven sub-grantees have only one source of funding. This is raised again in the FER.[13] *Ward Disability Committees were established in 369 wards in 14 districts[14] In election year (2013) 95 (incl. 45 women) PwD acted as polling officers 3.6% of votes were PwD in project areas up from 0.01%in 2008. PwD given precedence at voting booths.[15] *NASCOH and its partners lobbied for the introduction of special interest councillors with disabilities in the fourteen districts and in 14 urban centres and by the close of the programme 26 special interest councillors with disabilities had been nominated, two senators with disabilities had been elected 12 people with disabilities had been appointed in national boards 1296 had been appointed to positions of authority at local levels and 329 people with disabilities had been employed as a result of the programme.* *1 760 out of 2,200 polling stations (school classrooms) examined have been modified (rails, ramps and large windows).[16] Access was improved to COPAC meetings so that numbers of PwD participating increased from 318 to 8000.[17] *NASCOH *engaged the Ministry of Finance which introduced the disability loan scheme which now funds small enterprises of up to $1000 per beneficiary. Persons with disabilities now benefit, although small from public assistance grants, government inputs schemes, community ownership schemes*,[18] No contribution analysis. Capacity building of seven partners in *Strategic Management, Programme Management, Financial Management, Human Resources Management, Leadership and Facilitation and Resource Mobilisation.*[19] Number of PWDs involved directly in accessing voter education: 50 000; empowered to vote in the country's elections: 50 000; trained as election observers: 400; who could eventually benefit from voter education countrywide: 800, 000. (voting population of people with disabilities in Zimbabwe).[20] Numbers of PwD:

[13] Jangira L. C., Monica Mandiki, Kundai Magodora and Caleb Mutandwa, 2013. GTF 088, Final Evaluation Report. Harare, November 2013. Executive summary, page v.
[14] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p7.
[15] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*. p5.
[16] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p11.
[17] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p8..and FER p17.
[18] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p9.
[19] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p17.
[20] NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p18.

	➢ appointed to national Boards - 12; ➢ nominated as senators - 2; ➢ nominated as councilors - 26; ➢ appointed to position of authority per ward - 3. [21] 6065 PwD obtained birth certificates or National Identity documents.
Evidence of contribution and attribution to outcome and impact	Throughout there is little attempt in the reporting to explore contribution/attribution to NASCOH and partners in the changes. Particularly important in terms of the National Constitution and National Disability Policy.
Sustainability	The sustainability of the sub-grantees is questioned[22] (p26) where it is pointed out that six of the seven sub-grantees have only one source of funding. NASCOH itself is seen to using the *GTF grant to access further funding in order to sustain its activities beyond the GTF.*[23]
How were risks and assumptions dealt with in reporting?	Assumptions include the normal concerns about the political environment. [24] But also that PwD will want to participate and the authorities would be supportive although these seem to be part of what the project is trying to do.[25]

Value for money

Contribution of the programme to providing value for money	The Consultants found it difficult to clearly state whether value for money was achieved (for 2 reasons). The weaknesses in the monitoring and evaluation system which made it difficult, to not only the Consultants but also to NASCOH and its sub grantees, to determine whether all the outcomes were achieved. The lack of a comparator since this was a new approach.[26] VfM is calculated separately for the modification of polling stations; access to voter education and appointments to public office. The figures in each case are arrived at by dividing the amounts spent on those parts of the programme by the number, or projected number, of beneficiaries. The assessment of the value of two senators being appointed (£2214 each) might go down if their activities benefit the 1.8M PwD in Zimbabwe.[27] NASCOH seems to be delivering very good value for money both in terms of implementing its programmes and in using the GTF grant to access further funding in order to sustain its activities beyond the GTF.[28]

21 NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p.20.
22 Chitiga, R. M. et al. 2005, *Report NASCOH MTR,* p 5.
23 KPMG, 2012. *Zimbabwe Country Visit Report, DFID Governance and Transparency Fund*, p.6.
24 NASCOH, 2007. GTF CN –088 *Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, pp18-21.
25 Magweva, F.I., 2013, *NASCOH GTF 88 Annual Report for period ending 31 March 2013*, Annex A2 088 Revised Logical Frameworks 3.
26 Jangira L. C., Monica Mandiki, Kundai Magodora and Caleb Mutandwa, 2013*. GTF 088, Final Evaluation Report*, p.24.
27 NASCOH, 2014. *PCR main report, GTF 088 Enfranchising people with disabilities to exercise their constitutional right to vote and facilitating their inclusion in governance systems of Zimbabwe*, p21.
28 KPMG, 2012. *Zimbabwe Country Visit Report, DFID Governance and Transparency Fund*,, p.6.

Annex 16: GFT 142 ODI - Strengthening citizen demand for good governance through evidence-based approaches

Programme Identification Details

GTF Number	142
Start Date	**6th August 2008**
End Date	**6th August 2013**
Brief Summary of Programme	This was an action research/ implementation programme strengthening citizen engagement with governments across six African countries. A key thrust of the programme was promoting interface and dialogue between citizens and duty bearers through a scheme of grants for action research/ implementation projects which were supported with intensive accompaniment and mentoring of grantees.[1]
List of countries where activities took place	Ethiopia, Ghana, Malawi, Mauritania, Sierra Leone, Senegal, Sudan, Uganda, Zambia
Number of local partners	13
Target groups and wider beneficiaries	Approximately 300 CSOs, 60 media organizations, 60 parliamentarians and 60 local councillors,120 individual journalists.[2]
Final reported expenditure	£5,000,000

Learning

To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	In developing the proposal, ODI drew on a range of country-specific information sources, including studies and assessments conducted in-house and by other development partners, e.g. the CIVICUS Global Interests and Needs Assessment Survey. ….. The survey results confirm a strong demand for the services proposed by this programme, especially in Africa. They also helped with: identifying specific priority interests and capacity-building needs, providing informative baseline data and identifying potential programme partners and target organisations.[3]
Learning methods and tools used	The programme used the theory of change as a learning tool and provided a lot of rich learning around the theory of change however there were some limitations to this as it didn't compare the theory of change with other approaches to achieve change within the same context and so cannot directly provide comparative evidence. There was some attempt to link with other governance programmes or initiatives in most of the countries, however Mwananchi was a relatively small player and in most cases didn't find much enthusiasm from other parties.[4] Political economy analysis was used in identifying thematic issues.[5] Midterm review.[6]

[1] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches, p.*vi and 1.

[2] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches, p.v.*

[3] ODI, 2007.*Proposal: Strengthening citizen demand for good governance through evidence-based Approaches*, p.7

[4] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.33.

[5] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.33..

[6] ODI, 2011. *Mwananchi, GTF 142 Midterm Review Management Response*, 13th May 2011.

	The website developed for internal communications was turned into an independently managed learning platform - http://www.mwananchi-africa.org/. Final evaluation. The final evaluation found that a great deal of learning focused on grantee projects. Although efforts were made to share lessons more broadly there was little evidence of learning from other governance initiatives happening and recommended that more attention should be paid to other governance Initiatives happening in country both in terms of looking for potential linkages and lessons to build on.[7]
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	ODI brought its own considerable experience in governance and transparency work to the programme, as well as the research and practical experience of a large number of organizations.[8] Implementation of the programme was a steep learning curve for ODI - as the organisation lacks the systems for supporting implementation programmes it required a great deal of project management suppor.t[9] Considerable learning took place about the implementation of practical as opposed to research focussed governance projects. The final evaluation affirms the success of the Mwananchi model in a range of contexts on a range of issues.[10] The final evaluation points out that the programme did have a number of limitations that should be borne in mind when designing similar initiatives: • The way it was designed relied on it being able to piggyback on other work. If this was not possible, then grants might need to include an element of core funding; • There is a strong reliance on volunteerism at all levels, and it is extremely demanding of key staff, both of these raise questions of whether the approach can be sustained over the long term; • It worked successfully on issues where there was a significant constituency coming together with a common agenda. It is unlikely to have worked so well if attempting to address contentious minority issues that are not supported by the wider community, e.g. the rights of sexual minorities. It also proved more challenging where polarisation was so strong that people would not come to a common platform.[11]
How methods and tools were used and what changes resulted (within	The thematic issues addressed by the programme were aligned with other research interests of ODI progammes[12] supporting learning across ODI, and strengthening the available work for research users.

[7] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.x.
[8] ODI, 2007.*Proposal: Strengthening citizen demand for good governance through evidence-based Approaches*, p.15.
[9] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.16.
[10] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.32.
[11] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.32.
[12] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.5.

programmes, across the GTF and outside the GTF, including DFID).	Research materials produced by the programme for learning by other programmes include: • Rethinking social accountability in Africa: lessons from the Mwananchi programme;[13] • Citizen Voice and State Accountability: towards theories of change that embrace contextual dynamics;[14] • Rethinking social accountability in Africa: Lessons from the Mwananchi Programme;[15] • The Mwananchi Ghana Experience: A Summary; [16] • For others see http://www.mwananchi-africa.org/. The programme introduced outcome mapping as the main tool (as opposed to logframes) for planning and reporting and most grantees found it valuable in helping their analysis.[17] Outcome mapping is often seen by small local organisations to be more accessible and useful than logframe analysis, In addition it allows for tracking who wants what, who holds what opinions etc – which are all part of political economy analysis. However it does not seem to be have used by the progamme to its full advantage.[18] If the Mwananchi programme was to be designed and implemented again, we would reinforce the linking of the log-frame, outcome mapping and political economy analysis right from the start, and develop an M&E system accordingly.[19] Learning in the programme may have been compromised because it was not clear to what extent grantees were able to benefit from multi-country programmes. Learning between grantees was mediated through the national coordination office in each country rather than being direct between grantees. It seems opportunities for such interaction were missed. A website was established for such sharing and learning, but in practice it did not work well.[20] Lessons learnt highlighted in the final evaluation include: • The common tension in the balance between doing action research and implementing governance activities, which has implications for time allocated to action research which may be less than that needed for governance initiatives. In the case of the programme the grants were very small whereas work on governance needs larges grants and a longer time period;[21]

[13] Tembo, Fletcher, 2013, *Rethinking social accountability in Africa: lessons from the Mwananchi programme.*
[14] Tembo, F. 2012, *Citizen Voice and State Accountability: towards theories of change that embrace contextual dynamics.*
[15] ODI, 2013 *Rethinking social accountability in Africa: Lessons from the Mwananchi Programme*
[16] ODI, 2013, *The Mwananchi Ghana Experience: A Summary*
[17] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.18.
[18] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.27.
[19] ODI, 2013, *GTF 142 Project Completion Report*: p.13.
[20] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.15.
[21] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.32.

	• For organizations working at below national level, for example in decentralisation, there is a need for political economy analysis at the local level.[22]
The role of DFID in supporting learning from the programme (at country level and in the UK).	The programme benefited from learning from the Programme Partnership Agreement ODI has with DFID. It also benefited from ODI's leading role in DFID's Research Programme Consortium which seeks to identify governance systems best suited to solve development problems in sub-Saharan Africa. At country level the final evaluation found there was no central facilitation by donors such as DFID who fund a lot of governance work in some of these countries but don't appear to maximise their learning from it.[23] In the UK ODI took on a leading role of a convening organisation for UK grant holder meetings, of which five were held. This also provided it with an opportunity to share its programme work for others to learn from, and for it to learn from the work of other programmes.
Reporting from grant holder in terms of contributions to learning.	Three Most Significant Results analyses: 1. Most Significant Result Analysis – Uganda; 2. Most Significant Result Analysis – Ethiopia; 3. Most Significant Result Analysis – Sierre Leone. These provide summaries of each of six projects which include information context, the theory of change used; approaches, methods and tool used; the experience of implementation; long term impact of people's lives and value for money. Whereas reporting to GTF requirements (which were focused on capacity building) these MSRs provided ODI and projects with an opportunity to succinctly present impact on people's lives. They describe the projects and outcomes rather than provide an analysis of social and economic impact. For most projects it was too soon to identify the impact on people's lives. The value for money sections cover economy (costs), efficiency and effectiveness of the project. It was outside the remit of the MSRs to compare the project design and implementation with other possible means of achieving the same results. Strength of evidence that the result was achieved is assessed by the grant holder in each MSR, although this is subjective. See also above how methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID). A helpful section in the project completion report presents a diagram and accompanying text on how to use political economy analysis and techniques from outcome mapping to work systematically in different political contexts. Briefly this is about: • Establishing the underlying foundational factors; • Identifying the rules of the game (formal and informal narratives); • Identifying game changers or interlocutors of change.

[22] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.33.
[23] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.33.

	• Exploring engagement dynamics; • Establishing institutional patterns and decision logics.[24] Short article: • Bridging the Gap: Giving Communities a Voice in Sierra Leone. Case study: • Liu Lathu Significant Change Stories.[25] Final evaluation – see comments in this annex.
Management of the quality of reporting to improve the potential for learning.	Logframes updated and strengthened in response to KPMG advice.[26]

Theory of change and results
Contribution of the programme to the GTF logframe

Theory of change	The programme was based on a theory of change which hypothesised that: • *Interlocutors such as CSOs, media, traditional authorities and elected representatives can play a key role in linking citizens with the government;* • *Bringing these various interlocutors together in constructive dialogue is more productive than confrontational advocacy;* • *It is important to work on both the supply and the demand side of governance simultaneously;* • *Evidence presented in an accessible and non-confrontational way can support this constructive dialogue*.[27]
Major reported achievements	a) *In Uganda World Voices identified and promoted a culturally rooted model of justice and improved it by linking it to some aspects of the formal justice mechanisms, and improved access for marginalised citizens. In one year (2011/12) the Bataka courts in two parishes of Ruteete and Kyaterekera (where the model was being developed and tried) were able to handle 107 cases, resolved 81, referred 27 and also received eight from the formal justice system. By June 2013, 308 cases had been handled, 279 of these were successfully resolved, 29 cases were referred to other courts particularly LC system, police and probation office. 11 cases were referred to Bataka courts from other formal courts and these were successfully handled. Bataka courts have continued to liaise with the formal courts in terms of coordination and for Appeals mechanisms. They have since published a handbook and operational manual for scaling up the practice in Uganda. This Bataka Court Model has not only been hailed and embraced by the beneficiary communities but also the judicial officials, development workers, researchers and scholars.*[28] b) *In Ethiopia members of Farmers' Cooperative Unions (with*

[24] ODI, 2013, *GTF 142 Project Completion Report*: p.17
[25] ODI and MEJN. 2013, *Lui Lathu Significant Change Stories.*
[26] Revised logframe submitted November 2011.
[27] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.29 and 30.
[28] ODI, nd. *Most Significant Result Analysis – Uganda*, p.1

	33,200 households,195,000 family members) have taken significant steps to improve their governance. 63 former leaders have been held accountable for the embezzlement of about Birr 726,000 (GBP 25,930) from primary farmers' cooperatives. Members have worked with a range of media and government actors, including audit services to achieve improvements. As a result of increased members' trust, marketing of crops through the Unions has increased substantially.[29] c) *In Sierra Leone the Centre for Coordination of Youth Activities (CCYA) has significantly improved relations between the Police and the operators of motorcycle taxis, which provide the main source of income for more than 180,000 youths. This informal coalition for change which includes the police, the Bikers Union, the media, the Sierra Leonean Roads Authority, and NGOs has created a new working environment that has reduced police corruption, facilitated productive youth employment and significantly improved motor cycle taxi services (e.g. through greater respect for the law and safety). The Roads Authority has included motor cycle transportation in their transport sector policy for the first time since independence. The Motor Bike Riders Union is now fully affiliated to the Sierra Leone Labour Congress and able to much better protect their members' interests.*[30] These results are drawn from the GTF logframe and do not include those above.[31] *d) The average capacity performance of 120 CSOs has increased during the programme across six countries (Ghana, Sierra Leone, Ethiopia, Uganda, Zambia, and Malawi) in using outcome mapping to influence the behaviour of duty bearers.* *e) In Ghana, a youth initiative effectively influenced traditional authorities to set up an educational endowment fund of almost £1,000.* *f) 60 District councillors across six countries (Ghana, Sierra Leone, Ethiopia, Uganda, Zambia, and Malawi) have had their capacity built during the programme.]* *g) At least 8 policy documents per each of the 13 local partners in Ghana, Sierra Leone, Ethiopia, Uganda, Zambia, and Malawi were produced per year, reaching a cumulative total of an estimated 120 policy documents over the course of the programme* *h) In Sierra Leone, the Movement for Resettlement and Rural Development has identified 56 women in five chiefdoms of Kenema District to participate in a comprehensive training on Women and Political Leadership roles in the district.* *i) In Uganda, duty bearers are explaining policies and responding to citizen requests by appearing on radio. The Kalangala District Health Officer has used community radio to explain policies as regards traditional birth attendants; debates with citizens led to the posting of doctor to the district.* *j) In Ghana, Zambia, Ethiopia, and Uganda four community radio programmes radio phone in formats to enable citizens to engage elected representatives and other duty bearers.* *k) Five community radio programmes were used to facilitate*

[29] ODI, nd. *Most Significant Result Analysis – Ethiopia*, p.1
[30] ODI, nd. *Most Significant Result Analysis – Sierre Leone*, p.1
[31] KPMG, 2014, *Project Completion Report GTF Draft, Annex 4.*

	dialogue between citizens on governance issues in Malawi, Ghana, Zambia, and Ethiopia. *l) In Ghana, Radio Ada stimulated public debate through a 12-week weekly Soap Opera on trusteeship by traditional, local and national authority.* *m) The average capacity performance of 60 journalists has increased across Ghana, Sierra Leone, Ethiopia, Uganda, Zambia, and Malawi during the programme.* *n) In Malawi, the government's Youth Development Fund was suspended pending investigations into mismanagement and the re-design of the programme as a result of evidence produced by a grantee,* *o) In Ethiopia, child parliaments in two Woredas (sub-counties) were established in order to allow direct interaction with the council of elected representatives for Guraghe Zone (decentralized county). After hearing the children's participation, the Council of Elected Representatives engaged the Department of Women, Youth and Children Affairs for Guraghe Zone to provide training on the policies and conventions regarding child rights and protection. They also extended the practice to the remaining 10 Woredas as part of the government initiative for engaging in children's issues.* *p) In Uganda and Ethiopia, pressure from local partners has led to an examination of how to integrate informal institutions into the justice system to ensure wider access for the poor.* *q) In Zambia, local partners are forcing exclusion issues onto the agenda in re-drafting of the constitution and improving policies addressing the needs of people with disabilities, youth and women.* ***r) In Ghana, the Mental Health Bill was passed in parliament in February 2012, after being influenced by a local partner through research-based evidence and discussions on the media.*** *s) In Zambia, local partners working in coalition have been instrumental in getting the government to ensure adequate provision and clauses to address disabled children's rights are incorporated into the new education bill.* *t) In Ghana, the passage of the Mental Health Bill benefits an estimate 2.4 million people.*
Evidence of contribution and attribution to outcome and impact	The extent of the contribution of project activities to their results is not set out – tracking the link between the two and supporting this with independent evidence was not a reporting requirement. The detail set out in the MSRs about context, power relations, activities and descriptions about the role of the project in addressing the critical issue to be resolved suggests a strong link. The final evaluation point out that outcome mapping could be used to track cause and effect, this is supported in the PCR: We consider that had Outcome Mapping been used at national and even international levels in a way that looked at the boundary partners of the NCO and ODI, it is possible that it could have supported tracking of the work as a whole. For example for the NCO, the grantees would become boundary partners and so shifts in their capacity would be picked up. Furthermore using Outcome Mapping at the country level would support the programme to monitor some of the impacts that fell outside the direct grantee work, such as the influence of research findings at the national/international level, discussions that the NCO had with 'decision makers' at different

	levels, the influence of members of the NSC etc. At the international programme level it could have included tracking the influence Mwananchi was having on outside partners or the rest of ODI.[32]
Sustainability	The final evaluation found that a number of results were likely to be sustainable. For example where policies have been changed to be more attuned to the needs of marginalised constituents this is likely to have a long term impact.[33] The sustainability of other results such as shifts in attitudes between interlocutors of different groups of citizens, increased citizen empowerment, re-energising local governance structures, increased responsiveness or accountability of duty bearers are likely to be more fragile and the extent to which they are sustained will depend on many factors. One influence will be the extent to which Mwananchi grantees are able to continue their work and build on these initial achievements. This varies from country to country and is more likely where the project has supported an organisation's own agenda.[34]
How were risks and assumptions dealt with in reporting?	Apart from the logframe these are not explicitly addressed separately and have to be deduced from narrative reporting. They held true.

Value for money

Contribution of the programme to providing value for money	Governance programmes demand skilled personnel and input. DFID cost structures are not necessarily appropriate for all organisations e.g. cap of 15% 'North'[35] In its value for money assessment the final evaluation concludes that the programmes would probably have achieved greater value for money if: • The programme had focussed on fewer countries limiting the initial investment required for the inception phase, allowing for greater investment in fewer countries and grantees, and freeing time and resources to develop and write up of the research carried out during the project; • The programme had provided more funding to grantees which might have allowed them more space and resources to engage more fully as an action learning project, rather than as an independent programme intervention; • The GTF programme had the flexibility to extend funding for more years on those projects that were delivering good value for money (and conversely cut funding on those not performing); • ODI and NCOs had more time to draw out lessons from the work carried out and if DFID in country had engaged more fully

[32] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.27
[33] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.24.
[34] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.24.
[35] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.xi.

	with the research and lessons coming out of the Mwananchi project.[36] The final evaluation makes a number of points about the challenges in measuring how well VFM was delivered. These have relevance beyond the Mwananchi programme and are worth summarizing: • The weak linkage between the budget and the logframe makes it difficult to track expenditure against outputs and outcomes; • Contributions in kind from partners such as office space or staff inputs from are not valued in the project accounts (this is certainly not an omission unique to this programme). This tends to mask the true costs of achieving the outputs and outcome; • At the same time many of the returns on the investments in partner capacity will be realized after the closure of the programme and are also difficult to factor into any assessment of the cost effectiveness of the intervention. [37] In all of the MSRs, the benefits outweigh the costs: • In Uganda the total cost per beneficiary was £0.31, although benefit cost cannot calculated this must be higher than £0.31/ person;[38] • In Ethiopia the total cost of the project was £79,597. The project resulted in the recovery of £25, 930 that had been embezzled in the five years up to 2011 and can be assumed as a minimum to have prevented this level of corruption continuing over the next five years. In total this equates to an undiscounted financial benefit of £51,860. As a consequence of improved trust, FCUs marketed members' crops (maize and haricot red beans) valued at £127,500 in 2011/12. Assuming (conservatively) a 10% profit margin this would have provided financial benefits totalling £12,750;[39] • Sierre Leone bike riders: On the basis of an 180,000 beneficiary figure the total cost per beneficiary is £0.53. One direct benefit is increased income for bike riders of £4 to £7 per day approx.[40]

[36] Chapman, Jennifer and Antonella Mancini et al, 2013, *Final Evaluation*: *Strengthening citizen demand for good governance through evidence-based approaches*, p.46.
[37] KPMG, 2013, Letter to ODI providing feedback on the project completion report**.**
[38] *Most Significant Result Analysis – Uganda,* p.5
[39] *Most Significant Result Analysis – Ethiopia, p. 5*
[40] *Most Significant Result Analysis – Sierre Leone, p.5*

Annex 17: GTF 158: Oxfam GB, Raising her Voice
Programme Identification Details

GTF Number	158
Name of Lead Institution	Oxfam GB
Start date	18 August 2008
End date:	30th June 2013
Amount of DFID Funding:	£5 million
Summary of Programme:	Oxfam's Raising Her Voice (RHV) programme is described as a portfolio because it contains country and regional projects. It has attempted to promote the rights and capacity of poor women to engage effectively in governance at all levels through increased voice and influence and greater institutional accountability. The programme in its later stages defines its activities in three spheres: personal, social and political. RHV has included work in supporting women's leadership; addressing attitudes and beliefs about the role of women in public decision-making through innovative media and communications strategies; networking, lobbying and advocacy; empowering and building the capacity of civil society organisations to work with public institutions and decision-making forums; and disseminating learning and best practice.
List all countries where activities have taken place	Armenia, Albania, Honduras, Guatemala, Chile, Bolivia, Pakistan, Nepal, Indonesia (Papua and Aceh), Nigeria, Liberia, The Gambia, Tanzania, Uganda, Mozambique, South Africa and 2 regional programmes 1) to domesticate the African Women's Rights Protocol and 2) promoting the rights of domestic workers in MERCOSUR member countries.
No of implementing partners	30
Target groups- wider beneficiaries	The PCR claims strong poverty focus," the programme supported 295,723 poor and marginalised women to raise their voices - focussing on those most excluded from social, political and economic decision-making.[1] "

Learning
To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	We have learned that civil society has greater effectiveness when it can connect popular campaigning and mobilisation with flexible approaches to high-level advocacy and lobbying work.[2] More than twenty years of gender work (including a recent major evaluation of gender mainstreaming) have taught us.[3] Previous evaluation on working in partnerships is referred to explain part of the programme design including the need for power analyses.[4] Many more references to previous work, for example the very large Right to be Heard programme[5] but not references to earlier work are sourced.

[1] Oxfam GB, 2013. *GTF158: Raising Her Voice, Project Completion Report*.
[2] Oxfam GB, (nd) *GTF Full Proposal, Raising Her Voice: Promoting Poor Women's Participation in Governance*, p. 6.
[3] Oxfam GB, (nd) *GTF Full Proposal, Raising Her Voice: Promoting Poor Women's Participation in Governance* ,p.7.
[4] Oxfam GB, (nd) *GTF Full Proposal, Raising Her Voice: Promoting Poor Women's Participation in Governance*, p,7.
[5] Oxfam GB, (nd) *GTF Full Proposal, Raising Her Voice: Promoting Poor Women's Participation in Governance*, p.15

Learning methods and tools used	The original proposal suggests that a wide range of tools will be used to promote learning.[6]. Tools are not discussed in later evaluation documents. The FER comments on the importance of learning within the coordination of the regional programmes and the national networks between different projects. The role of the global coordinator is seen as important by many RHV country managers and the central learning role was reinforced using OGB's own funds to support a Learning and Communications Officer in the UK office (% dedicated to GTF not specified) which added value to documenting impact.[7] Learning is specified as Output 4 in original logframe:" learning lessons and disseminating best practice through innovative media and communications work". Sharing of best practice is an Outcome area in the Social sphere in the final logframe. The Mid-Term Review was important for sharing learning. The FER comments on difficulties of learning from a wide variety of very different programmes and the relatively low investment in coordination (15%)[8] Possibly the changes introduced at MTR led to difficulties in reporting against the logframe.
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	Useful learning on setting up - We have learned that, when managing a new multi-country programme you need to allow at least the first year to get contract agreements, select partners and so on.[9] The MTR was pivotal in defining a ToC and changing the way the approach was articulated, planned and assessed.
How tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	Two case studies in the FER provide evidence of key elements of the Theory of Change including: personal changes and women becoming more confident and getting involved in governance issues (pii); the effectiveness of change occurring in all three spheres (p4).[10] The GTF has had impacts on how OGB works and understands gender approaches; broader views on women's rights.[11] Some FER management recommendations have been applied in subsequent programmes: longer inception period; more support and MEL; fewer countries more concentration of effort in the My Rights, My Voice and AMAL programmes.[12]

[6] Oxfam GB, (nd) GTF Full Proposal, Raising Her Voice: Promoting Poor Women's Participation in Governance p13.

[7] KPMG, 29th October 2013 GTF158: Feedback on your Project Completion Report for the DFID GTF Oxfam GB, 15 November 2013. Raising Her Voice response to DFID/KPMG Yr5 PCR and formal response letter.
Beardon, Hannah & Eva Otero, 2013. *Women's Right to Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio***.**

[8] Beardon, Hannah & Eva Otero, 2013. *Women's Right To Be Heard: An Evaluation Of Oxfam GB's "Raising Her Voice" Portfolio*, Section 7.4

[9] Beardon, Hannah & Eva Otero, 2013. *Women's Right to Be Heard: An evaluation of Oxfam GB's "Raising Her Voice" portfolio,* p.2.

[10] Beardon, Hannah & Eva Otero, 2013. *Women's Right to Be Heard: An evaluation of Oxfam GB's "Raising Her Voice" portfolio,* p.2.

[11] Beardon, Hannah & Eva Otero, 2013. *Women's Right to Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p.23.

[12] Oxfam GB, 2013. GTF158: *Raising Her Voice, Project Completion Report*, para 4.1.

Role of DFID in supporting learning from the programme (at country level and in the UK).	Models for VfM analysis found to be too simple by the evaluators[13]. No references to support from DFID found.
Quality of reporting from grant holder in terms of contributions to learning.	Significant impacts within OGB are reported. This suggests that the promotion of RHV learning has been effective. There has been tangible influence on Oxfam International's new strategy,[14] Overall quality seems high. Many references in RHV documents to the work highlighted in the MSR reports. MSR 17 – Nepal MSR 18 – Nigeria Short Article 11 – Raising Her Voice in Nepal Short Article 45 – Nepal Short Article 49 – South Africa Case Study - Oxfam Women Voice Pakistan 2013. Over a dozen Raising Her Voice papers on the OGB Policy and Practice site for free download and over 50 blog and comments directly relate to RHV. Links to other RHV products and women's rights. The FER is highly placed (3rd item 18/2/14) in results of a search on "women rights".[15]
Management of the quality of reporting to improve the potential for learning.	Logframe reporting has effectively reduced the quality, relevance and usefulness.[16] Considerable frustration reported in the FER with the reporting demands (burden of reporting) and the need to reformat reports to fit Fund requirements," the logframe has been of little use"[17] Inefficient use of resources to carry out 19 country level evaluations at MTR and FER. Criticism of DFID by the evaluators was questioned by KPMG in feedback[18] and defended by OGB in their responses.[19] KPMG/DFID should review annual reporting formats to reduce the quantity of requests for information on different thematic and process areas in favour of questions supporting greater quality of analysis. A creative approach to grouping grantee reporting guidelines by thematic

[13] . Beardon, Hannah & Eva Otero, 2013. *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p.45.
[14] Beardon, Hannah & Eva Otero,2013. *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p.39.
[15] http://policy-practice.oxfam.org.uk/search?q=raising%20her%20voice
[16] Beardon, Hannah & Eva Otero, 2013, *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p.40.
[17] Beardon, Hannah & Eva Otero,2013, *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p40.
[18] KPMG, 29th October 2013, GTF158: Feedback on your Project Completion Report for the DFID GTF, p3.
[19] Oxfam, 15th November 2013, Raising Her Voice response to DFID/KPMG Yr5 PCR and FER formal response letter, p.2.

	area - enabling them to focus on areas of expertise and impact could also be beneficial. Recommendation in PCR.[20]

Impact

How and to what extent has the GTF made progress towards the objectives in the logframe?

Theory of Change	The phrase Theory of Change does not appear in the proposal. ToC is fully articulated in the MTR: change is required in three spheres: personal, social and political. Successes in the three spheres are the Outcomes in the final logframe. The FER explores different levels of impact and sustainability in the three different spheres: personal change may be more sustainable perhaps with less overall impact; political change is more easily reversed. Objectives are better achieved by a holistic approach addressing all three spheres.[21] The Assumptions in the logframe restate the ToC in terms of change in the Personal Sphere can lead to changes in social and political spheres.
Major Reported achievements. **Those marked * are reported in GTF Logframe**	In 2012-13, Oxfam project managers collectively reported that 27,725 individual women were closely involved in the more intensive, personal empowerment elements of Raising Her Voice governance and transparency work this last year. A further 295,723 women and 73, 930 men are estimated to have participated in and benefitted from actions calling for wider social and legislative changes. *This brings the total estimated number of women benefitting from Raising Her Voice over the 5 years to 1,009,358. [22] The FER comments several times that Impact especially in the social sphere (p20) is gradual and long term; implying it is too soon to assess Impact and sustainability of impact. The work in Pakistan is widely praised; features in MSR and was used as basis for new approach to DFID. KPMG give special mention to: * In Nepal, 1,997 women have improved access to and effectiveness of community decision-making and local health, education, water and sanitation services through increased participation and leadership. 89,000 people in 82 villages are estimated to have benefitted as a result; *In Nigeria, after ten years of advocacy by the Nigerian Legislative Coalition on Violence Against Women, the Violence Against Person's Prohibition Act was passed in March 2013. This has provided a strong legal framework for the prevention and protection of approximately 85 million Nigerian women and girls from gender-based violence; > In Africa, Raising Her Voice has helped to create stronger legal frameworks to ensure the effective implementation of the Africa Women's Rights Protocol to end gender inequality and discrimination.[23]
Evidence of contribution and	The FER contains many references to attribution and contribution and it was clearly a focus of the evaluation. Most often the evaluation team is

[20] Oxfam GB, 2013. *GTF158: Raising Her Voice, Project Completion Report*, 28th June 2013.
[21] Beardon, Hannah & Eva Otero, 2013. Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio**.** p.27.
[22] Oxfam GB, 2013. *GTF158: Raising Her Voice, Project Completion Report*, p.1.
[23] KPMG, 29th October 2013. GTF158: Feedback on your Project Completion Report for the DFID GTF.

attribution to outcome and impact	convinced of the importance of the programme but unable to pronounce on the contribution partly because of the quality of evidence and partly because of the nature of voice and influence work. Oxfam's own Effectiveness Reviews explore the issues more.[24] The FER comments on the16 project level evaluations. However, some projects seemed to have been evaluated under different criteria than the final evaluation and often it was hard to distinguish the contribution of RHV from the general work of the partner and it is not always possible to attribute changes directly to the contribution or work of RHV.[25] "this type of work, which feeds into complex, organic social change with many uncoordinated actors and trends, that its impact can only be understood as a contribution to changes. Social and political change is incremental, complex and largely organic. The timeframes for noticeable and sustainable impact on women's lives, political structures or (particularly) social attitudes are long, on the whole much longer than the 3-5 years of the Raising Her Voice projects". "It takes ten years to build an organization, twenty years to build a movement, and thirty years before you see lasting impact." Ela Bhatt[26]
Sustainability	FER provides good analysis of sustainability: high in some areas In Nepal, the approach has created a multiplier effect, with outputs generating sustainable increases in women's access to credit, training, funding and public resources as well as women's retrieval and reallocation of misused local funds. and lower in other areas Nigeria a majority (87.1%) of evaluation participants considered that RHV responded effectively to women's rights issues, but that a low level of resources was not cost effective, limiting the depth, reach and sustainability of change. A distinction is drawn between sustainability in the three spheres: greater sustainability in personal and social (results of capacity building) and lesser in political.[27] The PCR says there is no correlation between sustainability and Fragile States.[28]
How were risks and assumptions dealt with in reporting	Risk assessments were reviewed regularly but more regular assessments are recommended in the PCR.[29]

Value for money

Contribution of the programme to providing value for	The evaluators say that RHV was good value but do not defend this conclusion suggesting there is not enough evidence.

[24] (Reference to come)
[25] Beardon, Hannah & Eva Otero, 2013. *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio***.** p.8.
[26] Beardon, Hannah & Eva Otero, 2013. *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p28.
[27] Beardon, Hannah & Eva Otero, 2013. *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p51.
[28] Oxfam GB, 2013. *GTF158: Raising Her Voice, Project Completion Report*, para 4.2.
[29] Oxfam GB, 2013. *GTF158: Raising Her Voice, Project Completion Report,* final page.

money	"Overall, given the impact and resources of RHV, we can confidently say that RHV represents good value for money. However, a more detailed and nuanced assessment of value for money is not possible given the available data."[30] "In such complex, diverse and multi-faceted initiatives as Raising Her Voice, which aim to contribute to the work of many stakeholders and on-going social change, linking inputs to outcomes is more of an art than a science".[31] KPMG asks why data were not available[32]. The evaluators' claim is discussed in feedback correspondence. OGB hold the line that they agree with the evaluators.[33] Better assessments of VfM are planned in future work using 4E approach including better reporting on Economy decisions made in planning. OGB is keen to demonstrate commitment to assessments of VfM but repeats that work on influence is complex and will not try to monetise Outcomes.[34] The MSRs contain more thorough VfM analyses and a repeat use of the approach in the FER of concise presentation of inputs and outcomes without making standard calculations. Evidence of work on Economy in design and adding elements of work (e.g. income generation) to increase Value.[35]

[30] Beardon, Hannah & Eva Otero,2013, *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p.43
[31] Beardon, Hannah & Eva Otero,2013, *Women's Right To Be Heard: An Evaluation of Oxfam GB's "Raising Her Voice" Portfolio*, p.45.
[32]KPMG, 29th October 2013 Email GTF158: Feedback on your Project Completion Report for the DFID GTF.
[33] Oxfam GB.,15th November 2013, Email, Raising Her Voice response to DFID/KPMG Yr5 PCR and FER formal response letter.
[34] Oxfam GB, 2013. *GTF158: Raising Her Voice, Project Completion Report*, para 8.2.3.
[35] Oxfam GB, 2013. *MSR15 Pakistan*. Section 6.

Annex 18: GTF 163 EISA Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society

Programme Identification Details

GTF Number	163
Start Date	October 2008
End Date	September 2011
Brief Summary of Programme	The programme supported civil society organizations to interact with representatives of provincial parliaments and governments, this included political parties. It strengthened the capacity of CSOs to take responsibility in public processes and to assist their communities to raise their voice and build shared values within society. It established dialogue between CSOs, political parties, and members of parliament on policies, development and governance issues - working to find common solutions. These social dialogue sessions changed traditional relations based on conflict between CSOs and the authorities, to relations working towards negotiated decisions The project approach allowed stakeholders to move from an antagonistic relationship to that of partnership and mutual co-operation. The also contributed to the establishment of a Civil Society Charter and organized the first national seminar on corruption. This was followed up followed by thematic trainings and awareness raising activities – part of the social dialogue work.
List of countries where activities took place	Democratic Republic of the Congo
Number of local partners	31
Target groups and wider beneficiaries	CSOs Public sector organisations Political parties Indirect and final beneficiaries – civil society including youth and women's organizations.
Final reported expenditure	£4,886,270

Learning

To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	Programme was founded in another major EISA programme in support of free, fair and credible elections between 2004 and 2007.EISA has also supported democratic elections in the Southern African Development Community.[1]
Learning methods and tools used	Online library of documentation, and resources centres. The programme from its previous experience of working in such an unstable country as DRC, took good measure of all the signs indicating that planned local elections would be postponed. One of its initial main activities was increasing the capacity of CSOs to lobby and advocate for transparent elections, and this had to be dropped and the programme closed one year

[1] EISA, 2007**,** *Proposal: Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society***,** p.1.

	early, ahead of elections. The programme amended this to lobbying for the Electoral Act for the 2011 Presidential and Parliamentary elections.[2] *The decision to shorten the programme from four to three years in order to prevent undesired interference by the presidential and parliamentary elections proved to be correct, as it happened to be a highly contentious process*.[3] The final evaluation contains a lot of learning for other programmes, This includes a list of lessons learned from shortcomings in the design and implementation.[4]
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	Most of the learning in the programme was founded in EISA's other experience of programmes in the DRC and other countries. Although the programme was well documented and these materials provide good monitoring and evaluation information, there was a missed opportunity for learning. Many of these recommendations were simply not followed by the recipient decision---makers. This information would have provided guidance for the programme and other programme management.[5]
How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	Key and Innovative learning tools within the programme: • The EISA programme *contributed to the organisation of the first "civil society symposium" in 2010, where civil society actors elaborated a "Civil Society Charter" defining the values and principles to guide their objectives and actions;*[6] • Social dialogue sessions have been particularly successful in changing traditional relations based on conflict between CSOs and the authorities, and reaching negotiated decisions.[7] This tool has been replicated by UNDP.[8] Follow up committees with members from the major stakeholder groups (civil society, provincial parliament and provincial government) supported the social dialogue sessions;[9] • The consultation framework; [10] • First national seminar on corruption;[11] • Studies, in particular those on the corruption are used by other stakeholders. [12]

[2] EISA, 2012, *Programme Completion Report: Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society***,** p.3.
[3] KPMG, 2012, *GTF 163: Feedback on your project completion report for the DFID GTF*, 11th April 2012, p.3.
[4] EISA, 2007**.** *Proposal: Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society***,** p.31.
[5] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.30.
[6] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.15.
[7] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.16.
[8] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.35.
[9] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.21.
[10] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.16.
[11] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.16.
[12] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.35.

	Although not explicitly stated the programme seems to have used a political economy analysis to inform interactions between civil society, government and politicians. The evaluation identified a list of characteristics of civil society in DRC, which would be useful for other programmes, especially those less familiar with working with civil society in DRC.[13]
The role of DFID in supporting learning from the programme (at country level and in the UK).	EISA's previous work in DRC was funded by DFID and SIDA,[14] Programme had synergies with the DFID/ Swiss funded civil society fund (FSC), which is implemented through the support to a consortium of NGOs lead by Christian Aid. [15]
Reporting from grant holder in terms of contributions to learning.	Useful final evaluation. No MSRs or short articles. The programme was ended before these were instigated.
Management of the quality of reporting to improve the potential for learning.	Feedback on the PCR commented that the management of the logframe had been one of the weaknesses of the programme. Despite repeated expressions of concern regarding the robustness of some of the indicators and the need to revise and refine them in the annual feedback letters, EISA did not undertake significant revisions to the programme logframe. As a result, the ARS does not capture the impact and success stories of the programme, as it should. In some cases, the evidence is not specific enough, which seems to confirm evaluators' observations of the level of systematization of information compiled by EISA. Since precise figures are crucial for measuring the impact and achievements of the overall fund, we kindly request that you provide further specific (quantitative) information on …. EISA were referred to ODI's website for a working paper on learning from the GTF.[16,17] This programme is a classic example of a programme set up with a capacity building outcome/purpose, and which did not have a monitoring and evaluation framework able to capture and analyse the outcome and impact results of capacity building. EISA was unable and possibly unwilling to adapt to the changing DFID demands for objective evidence of outcomes and impact of building capacity in civil society. Overall, EISA appears to have implemented a reasonably successful civil society strengthening programme, emphasising anti-corruption and state responsiveness, in an extremely challenging context (those without experience working with CSOs in the DRC may not fully grasp the chaotic nature of the sector and the import of EISA's successes in organising and motivating its 50 CSO partners). But it has done so without establishing even a rudimentary framework for capturing or analysing the results and impact of its interventions. While this may have been acceptable under the original

13 Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.28 and 29.
14 Carreiro, Geraldo, 2007**,** *Proposal: Promoting accountable, transparent and responsive governance in the DCR through an empowered civil society***,** p.5.
15 Carreiro, Geraldo 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.13
16 KPMG, 2012, *GTF 163: Feedback on your project completion report for the DFID GTF*, 11th April 2012 p.2
17 Tembo, F. 2012, *Citizen Voice and State Accountability: towards theories of change that embrace contextual dynamics.*

	GTF funding criteria, which demanded very little in terms of logframe or theories of change, it no longer conforms to the minimum standards required of DFID grant holders.[18]

Theory of change and results
Contribution of the programme to the GTF logframe

Theory of change	Theories of change came to the fore in late 2011, but which time the EISA programme was coming to an end.
Major reported achievements	From the GTF logframe:[19] a) 210 organisations (35 organisations per province in 6 provinces) have increased their capacity. b) 80 chief officers of the National Police Corps participated in a training session to fight corruption. Around 2500 police officers also received sensitisation training. c) 120 officers of the judicial police within the National Police Corps were trained on judicial practices. d) 470 public agents (teachers, managers of public enterprises, officials from income generating departments, health inspectors, and intelligence officials) received awareness training on the code of conduct for the public agent. e) 19 corruption studies were published on land issues, the Parliament, public enterprises, the Police, Case 'SOS Kin' (a local CSO), transport, public tenders, the Judiciary, health sector, practices of 'small' and 'big' corruption, the media, and a compilation of the legal texts related to corruption. f) CSOs from 6 provinces published proposals for the amendment of the electoral law. g) EISA supported an NGO in Kinshasa to investigate the illegal sale of their school and putting in place a strategy to prevent the sale. This included raising the issue in the media, contacting Members of Parliament and the Governor of Kinshasa, who at the closing of the sale decreed it to be an illegal sale and the school was handed back to the community. h) CSOs proposed amendments to specific laws and directly contributed to the definition of new policies, such as: provincial budget laws, laws on forest conservation (Equateur), social protection of the young mother, electoral laws, land issues (bas Congo), equity of gender in governance systems, equity of gender in employment opportunities, and the National Strategy on the Fight Against Corruption. i) The first ever Anti-Corruption strategy was finalised and handed over during an official state ceremony to the DRC Government represented by the Deputy Prime Minister.
Evidence of contribution and attribution to outcome and impact	A number of provincial laws were adopted, notably budgetary laws in each six focus province, and a strategy on corruption was drafted and sent to the Presidential Cabinet, which is awaiting approval.[20] The role of the programme in achieving these is not set out.
Sustainability	Sustainability of the CSOs, which lack core funding, remains an issue: strengthening fund raising was not a feature of the programme. Only a few examples could be found by the final evaluation of public authorities carrying on programme activities. Although the final evaluation notes that

[18] KPMG 2012, *GTF 163 EISA Project Completion Report Assessment Report*, p.14.
[19] KPMG, 2014. *Project Completion Report, GTF, Draft* Annex 4.
[20] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.27

	some actions should promote the sustainability of results including the enhanced capacity of CSOs, the establishment of thematic groups and the social dialogues.[21] EISA and CSOs mention that communications between the two continued with the same intensity after the project. Being “an organisation of African culture”, EISA visibly maintains links of "mutual respect" with the CSOs leaders and supporters.[22]
Progress towards global level indicators.	Congolese stakeholders awareness of transparent, accountable and responsive governance, leads to increased involvement in promoting good governance contributes to the GTF impact/ goal of governments are more capable, accountable and responsive to meet the needs of poor people.
How were risks and assumptions dealt with in reporting?	Programme risks and assumptions remained valid throughout the programme.[23] The risk of elections jeopardizing the programme was dealt with by closing the programme one year earlier than planned.[24]

Value for money

Contribution of the programme to providing value for money	The final evaluation looks at value for money in terms of could the same results have been achieved for less money? Or: would other activities, using fewer resources, lead to the same results? As in this project most project results are of an intangible nature, the answer needs to look at: the nature of activities and their relationship with the objectives, weighted by the country context and the efficiency of the project. [25] The conclusions of the final evaluation were largely positive, although some of the design and implementation issues it raised would undermine this view. It also proposes the identification of different means at the programme start to assess whether the design and implementation offer value for money.[26]

[21] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.32.
[22] Carreiro, Geraldo 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.23.
[23] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.24.
[24] EISA, 2012, *Project Completion Report*: *Promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo***,** p,5.
[25] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.33 and 34.
[26] Carreiro, Geraldo, 2011, *Evaluation study on promoting accountable, transparent and responsive governance in the Democratic Republic of the Congo,* p.33 and 34.

Annex 19: GTF170 SFCG Football-Based Media to Strengthen Good Governance and Transparency

Programme Identification Details

GTF Number	170
Start Date	1st August 2008
End Date	30th June 2012
Brief Summary of Programme	SFCG – has worked in ten countries with local broadcasters in developing and broadcasting a series of radio and TV programmes dealing with a wide range of development issues based on stories relating to a football team. The programmes were redistributed using DVDs and mobile cinema allowing feedback discussion groups. Feedback was supported by social media methods. Reports include increased understanding of rights and conflict management. Technical capacity of broadcasters increased. The programmes are rebroadcast by the initial and by new broadcasters.
List of countries where activities took place	Angola, Burundi, Cote d'Ivoire, DR Congo, Indonesia, Kenya, Liberia, Morocco, Nepal, Sierra Leone, Zimbabwe.
Number of local partners	Worked with total of 97 partners
Target groups and wider beneficiaries	Elected officials, civil society groups and leaders and people who are most often marginalized, including women's associations and youth group members. General viewing audiences in country and globally
Final reported expenditure	£4,067,220

Learning

To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	Concept Note references three previous programmes in Nigeria, Macedonia and Sierra Leone and two others specifically based on football in Angola and Ivory Coast. Evaluation report of earlier work, research and DFID papers are cited as evidence supporting the proposal.[1]
Learning methods and tools used	Nielsen media surveys in Nepal. Websites with access to broadcasts. Interactive features to collect views. Links to social media: Facebook, Twitter. Short articles about particular situations or specific people's testimony including in one case one of the actors.[2] Evaluations with beneficiaries (=listeners, viewers) using baseline and endline observations of attitude in population (n=800) disaggregated by occupation (including govt. officials) and by "dosage" (= degree of exposure to broadcasts). No MSRs were produced as the programme closed before they were introduced. Outreach work including mobile cinema other media products provides opportunities for FG Discussions. SMS quiz[3] 1500 participants in DRC.

[1] SFCG, 2007. *CN-170: Football-based Media to Strengthen Good Governance and Transparency – Sections Rationale and Lessons Learned*.

[2] Abdalla A. and the University for Peace Team, 2012*, L'Equipe – DR Congo, Final Evaluation Report*, Annex 9.

Extent to which learning enhanced the impact, outcomes and outputs of the programme.	*Not possible to comment with information available*
How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	MTR identified a range of issues that could be acted on to improve audience numbers (timing of broadcasts; avoiding other popular shows,) and content (lobbying in a monarchy). SFCG addressed workshop on Media and Governance in Tanzania. SFCG features as an example in Learning Paper on Media.[4]
The role of DFID in supporting learning from the programme (at country level and in the UK).	DFID is not mentioned in any report I have read beyond being the source of funds.
Reporting from grant holder in terms of contributions to learning.	Websites providing access to broadcasts and to social media[5]. Short videos.[6]
Management of the quality of reporting to improve the potential for learning.	The evaluation reports are rich in detail but very uneven and inconsistent in some use of the tools. No conclusions are drawn that would be helpful to others working in the sector. No comparisons drawn between the different contexts and the programme responses. KPMG have made the same observations (Learning section is weak, missing opportunities to analyse and expound upon the data gleaned from the programme) but final versions are no better.[7]

Impact
How and to what extent has the GTF made progress towards the objectives in the logframe?

Theory of change	The ToC is set out in a flow diagram in the Concept Note: capacity building of broadcasters; a range of other media products distributed; TV shows are broadcast covering themes relating to accountability, responsiveness and transparency; these activities educate the public on governance issues and model positive change. These changes lead to higher levels of public understanding and expectations. The highest level aim is a change to the way the world deals with conflict rather than improved governance.[8] A more conventional logframe is produced during Inception with the goal of "… governments more capable, accountable and responsive...": The indicator is at local govt level. Number of improved policies implemented by local governments that are shaped to meet the

[3] Abdalla A. and the University for Peace Team, 2012. L'Equipe – DR Congo, Final Evaluation Report. p30.
[4] KPMG, 2011**.** *GTF Learning Paper: Communications, Civil Society, and Governance*, p18,
[5] http://www.sfcg.org/programmes/cgp/the-team-kenya.html
[6] http://www.youtube.com/watch?v=pr18QQOXzNc&feature=youtu.be
https://www.youtube.com/watch?v=kBAFikox6Sc&feature=plcp
[7] KPMG, 05 February 2013. Email - GTF170: Feedback on your Project Completion Report for the DFID GTF. Section 4.6 Learning from GTF.
[8] SFCG, 2007. *CN-170. Football-based Media to Strengthen Good Governance and Transparency, Annex 2.*

	articulated needs and provision of services for vulnerable and excluded groups.[9] Note that - The project was clear from the beginning that it was not only about changing attitudes and knowledge, but to see such changes translated to actions geared towards good governance and improved rule of law[10]
Major reported achievements. **Those marked * are reported in GTF logframe**	The quality of the PCR and of the FER is low and makes it difficult to assess results. The evaluations are clear on changes in behaviour where results are almost always significant and positive in terms of those who have listened or watched taking more active roles in democratic processes. The results are overall positive for attitudes and understanding but more equivocal in some cases where viewers do not show positive changes in attitude and changes are not correlated with dosage[11]. KPMG responded with criticism that the variable findings and the occasional observation that high dosage groups had less enlightened views than the [12] control had not been adequately explained or explored. This is the sort of claim made in the final evaluation which seems impressive but hard to make use of. ", *the mobile cinema screenings, with their facilitated discussions, sparked a sense of community among citizens, […] the mobile cinema screenings seemed to have influenced many citizens to take actions to address violence, and to restore peace, and to act within the principles of good governance and rule of law. , several citizens formed groups, inspired by The Team, to bring about peaceful coexistence and unity among Kenyans […] In other cases, individuals reached out to their former perpetrators and victims seeking reconciliation and reintegration. In all such cases, citizens recognized the contribution of The Team and the mobile cinema screenings to their actions and behavioral change*.[13]" Evaluator raises issue of what constitutes evidence *"Perhaps it was not possible to prove such transformation at the level of actions using quantitative measures. But this is not a problem with The Team as much as it is a problem with the way donors and some evaluators believe to be the only way to prove success!"*[14] Final ARS presents evidence of changes of attitude and changes of behaviour, mostly in relation to taking a more active role in civil and political life.[15] *Increased capacity of 23 communities, 50 CSOs, (composed of at least 146 students/pupils, 19 illiterate persons, 39 NGO workers, 94 housewives, 72 unemployed persons, 45 farmers, 40 police officers and 36 military personnel) in three of the ten countries.

[9] SFCG, 2009. Responses to KPMG on Annual Report Feedback of 28 August 2009 M&E specific points, by email 22/1/2010.
[10] Abdalla, A. 2012. *The Team, Four-Country Final Evaluation Report*. p.38.
[11] All Abdalla, A. evaluations and final AR and ARS report.
[12] KPMG, 05 February 2013. Email - GTF170: Feedback on your Project Completion Report for the DFID GTF.
[13] Abdalla, A. and Laurel Gaylor, 2010. *The Team: Kenya Midterm Evaluation Results*,.p.50.
[14] Abdalla, A. 2012. *The Team, Four-Country Final Evaluation Report*, p.38.
[15] Abdalla, A. 2012. *The Team, Four-Country Final Evaluation Report,* Annex 1.

	*Local broadcasters (70 agencies) raised capacity (directors technicians and actors).[16]
Sustainability	Capacity of broadcasters is likely to last. The impact can be repeated and scaled up by repeat broadcasts and broadcasts by other radio/TV stations. Spin-off income generation by groups involved in showing cinema & DVDs.[17]
How were risks and assumptions dealt with in reporting?	Assumption in some logframes (e.g. Kenya) that citizens and officials see/hear enough episodes (dosage issue) is not proved as relevant by evaluations data. Assumptions that security situation allows activities appear routine. Original logframe contains the assumption "Governments are committed to good governance and rule of law".[18] Assumptions that citizens have the skills and motivation to engage the authorities and that CSOs develop innovative ways to address governance issues[19]. These are exactly what the other GTF GHs have been working on and it highlights the difficulties in collaborative working across the Fund after launching on the basis of open demand system.

Value for money

Contribution of the programme to providing value for money	Tens of millions of viewers. The TV and radio material has been used by more broadcasters than planned and can be rebroadcast. SFCG has raised US$12M for similar projects.[20] The sheer scale seems important but the level of analysis is poor. Nothing useful on the three Es.

The final evaluation covered 4 of the 11 countries where SFCG had been active. This had been agreed with KPMG and saved money.

The final evaluations and the PCR are criticised by KPMG for being very slight and lacking in convincing M&E observations. The reporting "*sells the programme short in being unable to reflect the depth and breadth of its activities and results*"[21]

The review team had the same difficulty as KPMG
"No headline results (beyond generalities) are recorded: there is no section which clearly spells out what was done in each country and what were the results of those activities. Information is there if one is willing to dig for it, but the report does not bring it together, does not make it easy to find or interpret and does not analyse the data to extract overall conclusions."[22]

[16] Jones, D. 2012. *Governance and Transparency Fund – 170, Football-Based Media to Strengthen Good Governance and Transparency, Final Report*, para 4.4.
[17] Jones, D. 2012. *Governance and Transparency Fund – 170, Football-Based Media to Strengthen Good Governance and Transparency, Final Report*, para 4.6.
[18] SFCG, 2007. *CN-170: Football-based Media to Strengthen Good Governance and Transparency*, Annex 2.
[19] Jones, D. 2012. *Governance and Transparency Fund – 170, Football-Based Media to Strengthen Good Governance and Transparency, Final Report*, Annex Final Logframe.
[20] Jones, D. 2012. *Governance and Transparency Fund – 170, Football-Based Media to Strengthen Good Governance and Transparency*, *Final Repor*t. para 3.7.
[21] KPMG, 05 February 2013. Email - GTF170: Feedback on your Project Completion Report for the DFID GTF.p1.
[22] KPMG, 05 February 2013. Email - GTF170: Feedback on your Project Completion Report for the DFID GTF.p2

Annex 20: GTF 309 Living Earth Foundation (LEF) - Developing Good Governance in the Niger Delta, Nigeria

Programme Identification Details

GTF Number	077
Start Date	08 August, 2008
End Date	30 June, 2013
Brief Summary of Programme	The programme strengthened capacity of civil society to engage and demand in five local government authorities. Thirteen micro projects and local government authority projects which had previously stalled were completed. These projects strengthened school facilities; improved maternal health facilities, completed roads and improved access to safe drinking water and sanitation.
List of countries where activities took place	Nigeria
Number of local partners	Five which was reduced to one in the final year of the programme. IDASA, another, GTF grant holder had an initial role leading on community activities and their interface with local government authorities.
Target groups and wider beneficiaries	Immediate: • 167,800 rural households made up of women, men, youths, people with disabilities; • Five local government authorities. Wider: • 839,000 citizens benefit from improved access to LGAs related information; • 4500 civil society members, local government staff and politicians participated to good governance dialogues; • Up to 14,000 individuals' hits a month in the social media discussing good governance in the Niger Delta.
Final reported expenditure	£ 1,175, 716

Learning

To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	Reference to other LEF and partners' experience in the region.[1] The proposal refers to a lesson drawn from DFID's States and Local Government Programme (which) is that pressure on government to improve budgeting, accounting and institutional reform can have a positive impact.[2]
Learning methods and tools used	The experience of implementing this governance and transparency programme in the context of the Niger Delta was probably the singular learning method. Midterm review was not a strong learning tool – see below. Monitoring and evaluation remained weak in the programme implying that that this was not a cause for learning. The identification of quantitative indicators was a particular problem. Beset by management and partnership issues the situation may have been that this could not be a practical priority. See below.

[1] LEF, 2007, *Proposal Developing Good Governance in the Niger Delta, Nigeria,* p.3

[2] LEF, 2007, *Proposal Developing Good Governance in the Niger Delta, Nigeria,* p.3

	Social media—web-based and mobile technologies that support the creation and exchange of user-generated content …. facilitate interaction,information-sharing, and relationship-building amongst users. Social media can provide selective channels for participation, and interactive platforms for enhancing citizens' voices. In addition, social media mechanisms provide platforms that avoid power and other cultural impediments.[3] Final evaluation – but this was carried out after the programme had closed.[4] It points to the scope for sharing and learning for good practice what has been learnt from this programme for other programmes in the Niger Delta.[5]
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	Unclear. It seems the managerial and partnership problems of the programme undermined learning and local politics undermined achieving the planned outcome/purpose of: strengthened capability of six, then five, local government authorities to deliver basic services arising from a more effective demand by civil society coupled with enhanced performance by civil servants and leaders. The outcome/purpose of the programme was: strengthened capability of six, then five, local government authorities to deliver basic services arising from a more effective demand by civil society coupled with enhanced performance by civil servants and leaders. This suggests a primary focus on strengthening the capability of the local government authorities, when most of the focus and effort of the programme was on building the capacity of civil society to engage and demand. This contributed to weak monitoring. The final evaluation sets out the local political situation and implications for governance and transparency development. The programme was founded on unrealistic expectations. The final evaluation found that there was no system for recording and tracking MDG statistics at the local government level, and therefore it was not possible to make a statement on progress towards achievement of the goal.[6]
How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	In response the above the programme shifted its emphasis to building capacity in communities to engage and demand.
The role of DFID in supporting learning from the programme (at country level and in the UK).	The programme complemented DFID-Nigeria's Support to Transparency and Accountability in the Niger Delta project. Synergy also reported between the proposal and DIFD-Nigeria's Country Assistance Plan.[7]
Reporting from grant holder in terms of contributions to learning.	No MSRs. No short articles: Case studies • *Case Study: AA Peaceworks East/West Road Flood Reconstruction*

[3] Coupe, Stuart, et al, 2013, *Final Evaluation: Good Governance in the Niger Delta, Nigeria, p. viii.*
[4] Coupe, Stuart, et al, 2013, *Final Evaluation: Good Governance in the Niger Delta, Nigeria, p. vi*
[5] Coupe, Stuart, et al, 2013, *Final Evaluation: Good Governance in the Niger Delta, Nigeria,* p. 23
[6] Coupe, Stuart, et al, 2013, *Final Evaluation Developing Good Governance in the Niger Delta*, p.6
[7] Coupe, Stuart, et al, 2007, *Proposal Developing Good Governance in the Niger Delta, Nigeria,* p

	Advocacy; • *Case Study: The Role of the Accountability Corps in the GTF Project;* • *Case Study: Challenges of Long Term Projects in Fluid Political Contexts;* • *Case Study: Provision of Seedlings and Cassava Stems.* These case studies describe what happened at community level with a local organisation and communities engaged with local government authorities. They include one which demonstrated circumstances lacking in political will when a project was closed to protect staff and to avoid wasting money.[8] Final evaluation – see comments in this annex.
Management of the quality of reporting to improve the potential for learning.	Logframe was revised in September 2009 and a small subsequent change made in 2010. The programme was restructured in year four, without a change to the logframe (in spite of requests made by KPMG). There have been major reporting challenges in this programme. Reporting challenges centred around serious problems encountered with implementing partners and management magnified by the contextual problems of working in the Niger Delta. KPMG disagreed with the findings of the midterm review that the programme should 'continue as is': it considered it more appropriate to 'continue with modifications'. This was mainly of the grounds of insufficient evidence to demonstrate the programme had at that stage met all DFID's assessment criteria.[9] Queries were raised by KPMG about the quality of the midterm review and further queries raised as a result of the third annual report.[10] The logframe was not revisited with programme restructuring (when local project management was transferred) in year four and therefore it remained a week instrument for measuring results and the achievement of the outcome. This was still the situation after receipt of the project completion report. At this stage the only requirement of LEF was to respond to financial concerns.[11]

Theory of change and results
Contribution of the programme to the GTF logframe

Theory of change	The theory of change was that capacity building of local government authority civil servants and political executives to fulfil their mandate for service delivery—the supply side— combined with innovative physical and digital channels for citizens' voice—the demand side—would serve to improve the capability, accountability and responsiveness (CAR) of local government authorities.[12]
Major reported achievements	These are taken from the GTF logframe:[13] *a) In the Niger Delta in Nigeria, 20 Accountability Corps members and 50 per cent of citizens 6 Local Government Associations have indicated that they can influence local authorities' decision-making due to training during the project;* *b) 110 officials across five Local Government Associations in the Niger Delta in Nigeria were trained to formulate and implement Development Strategies with a 3-year action plan;*

[8] LEF, nd . *Case Study: Challenges of Long Term Projects in Fluid Political Contexts*
[9] Tripleline, 2011, GTF *Midterm Review Report Assessment: Developing Good Governance in the Niger Delta*, p.1.
[10] KPMG, 2013, Letter in an email to Living Earth Foundation, 28th September 2011,
[11] KPMG, 2013 Letter in an email **to** Living Earth Foundation, 3rd December 2013,
[12] Coupe, Stuart, et al, 2013, *Final Evaluation Developing Good Governance in the Niger Delta*, p.45
[13] KPMG, 2014, *Project Completion Report, GTF, Draft* Annex 4

	c) *2 SERVICOM[14] desk officers have been trained in Local Government Associations (Isoko North and Ethiope West). The desk officers provide a place where the public can raise complaints about local service delivery;* d) *5 Directories of Services have been published by Local Governments. Directories include information on the departments and services provided; the principal officers; and primary health centres and primary schools under the management of the Local Governments. The Ethiope West Local Government and Isoko North Local Government directories have been made available on their respective websites;* e) *All five Local Governments created websites and produced quarterly newsletters with the support of the project;* f) *Proceedings of Good Governance Forums and State/Local Government Association Dialogues were published twice in a major national newspaper and 3 times in local/regional newspapers in Year 5;* g) *Academic Associates PeaceWorks' Facebook page (A New Naija) and website (anewnaija.org), as well as Twitter, became important platforms for discussions on good governance in the Niger Delta in Nigeria with 14,000 hits a month;* h) *2 bylaws emerged on 'Participation of civil society in Monitoring Government Projects' as a result of the Accountability Corps meeting in Gokana Local Government Authority and Good Governance Forum in Sagbama;* i) *In the Ethiope West Local Government Association reactivated and upgraded the Ugbomoya water scheme in Jesse town to full capacity utilisation allowing access to clean water for 5,000 people;* j) *1,670 people benefitted directly from the Nweol Community Secondary School library project; 2,500 people benefitted directly from the provision of the mini theatre at Cottage Hospital, Kaiama; provision of a bore hole directly benefitted 2,500 people in Mosogar; 450 students benefitted from the provisions of desks and chairs at a school in Bua Yeghe.*
Evidence of contribution and attribution	The final evaluation asserts that Through implementation of the thirteen micro-projects and completion of local government authority projects that had stalled, the project was able to make a contribution towards the achievement of the MDGs and thereby poverty reduction.[15] The extent of the contribution of project activities to their result is not set out – tracking the link between the two and supporting this with independent evidence was not a reporting requirement.
Sustainability	The sustainability of the micro projects is variable, depending on local circumstances. Continued constructive engagement between community groups and government officials is liable to the short and long-term impacts of inherent political instability.[16]
How were risks and assumptions dealt with in reporting?	Both the outcome/ purpose and the impact/ goal were relevant and timely given the political landscape which showed signs of optimism when the programme was designed.[17] That said it became apparent

[14] 'SERVICOM is a public service reform conceived to be the engine for Service Delivery programme. It is mounted on the imperative to change the system of service delivery and driven by Government's commitment to deliver service and citizens' expectations of service delivery" (see http://www.interior.gov.ng/servicon-unit?pg=5)
[15] Coupe, Stuart, et al, 2013, *Final Evaluation Developing Good Governance in the Niger Delta,* p.6
[16] Coupe, Stuart, et al, 2013, *Final Evaluation Developing Good Governance in the Niger Delta,* p.37.
Coupe, Stuart, et al, 2013, *Final Evaluation Developing Good Governance in the Niger Delta,* p.37.

	that this was a high risk programme given what was becoming a less optimistic context of working in the Niger Delta, and given the arrangements and management of the operational partnership it has put together with local NGOs. In the third annual report LEF's cover of risk assessment was considered to be somewhat superficial.[18] Adequate measures were not taken early on to manage the risk posed by one partner which had an untested management team, and which had a large role in implementation. This partnership was dissolved in 2011 over financial reporting concerns. Risk was not reduced when LEF proposed a partner which did not meet the minimum conditions set out in the GTF guidelines and was not approved by DFID. The correct decision by DFID to turn down this option is shown by the subsequent poor performance by KDF on the consultancies it was contracted to undertake by LEF in 2012, However DFID did contribute to the delays and loss of efficiency and momentum in that this decision to turn down KDF as the lead implementing partner took approximately ten weeks.[19] Implementation improved when management was handed over to another partner. The partnership challenges and management problems the project faced prevented the potential for the supply and demand elements of the project from being realised.[20]

Value for money

Contribution of the programme to providing value for money	Efficiency was undermined by the managerial and partnership problems and also when LEF and DFID failed to quickly identify an organisation to assume the management of the project. The final evaluation provides evidence that these project activities all represented good VFM, and that it is unlikely that the same results could have been achieved for less. The FE also covers the economy aspect of VFM noting, for example, that the local staff salaries were generally in line with the market and appropriate to the context. Expenditure on equipment—vehicles, computers and accessories, furniture and video camera—were also purchased at a competitive price within the context and represented good VFM. On the effectiveness of the project the FE is upfront about the fact that the programme's effectiveness and achievement of the intended outputs were undoubtedly compromised by the efficiency deficiencies of the project. However, the FE highlights those objectives that were achieved including, for example, the successful delivery of the micro projects. The FE also discusses a number of decisions/approaches that could have been done differently with hindsight. For example, it argues that the decision to end the project prematurely had significant adverse consequences, including a loss of credibility and trust in the project in the eyes of many of the CBO representatives who had been involved in planning activities and some local officials. It also negatively affected buy-in and commitment to the project, and thereby the potential for sustainability, replication and scaling up.[21]

[18] Tripleline, 2011, *GTF Annual Report Assessment YR3 Assessment Report: Developing Good Governance in the Niger Delta*, p.3.
[19] Coupe, Stuart, et al, 2013, *Final Evaluation Developing Good Governance in the Niger Delta*, p.30.
[20] Coupe, Stuart, et al, 2013, *Final Evaluation Developing Good Governance in the Niger Delta*, p.45
[21] KPMG letter by email to LEF, 3rd December 2013, p. 4 and 5.

Annex 21: GTF 312 Zimbabwe Human Rights NGO Forum - Strengthening human rights in governance and transparency in Zimbabwe

Programme Identification Details

Start Date	October 2008
End Date	November 2013
Brief Summary of Programme	A consortium of local CSOs led by Zimbabwe Human Rights NGO Forum strengthened their own capacity to act on legal and rights issues. They carried out work in a range of areas including: Public education and awareness; Training of service institutions and traditional/community leaders; Capacity building of other civil society organizations; Training of Human Rights Defenders; Provision of legal advice and referral or support; Initiating Test Case actions and Public Interest Litigation. The consortium members carried out reviews of national policy documents, lobbying and advocacy work at the level of SADC and the African Union and nationally. They produced a range of information products distributed to the public.
Activities took place	In Zimbabwe
6 Local partners	Six local consortium members focusing on different beneficiary groups or activists.
Target groups and wider beneficiaries	Zimbabwean citizens, in particular rights victims, law enforcement agents, judicial agents and marginalised groups.
Final reported expenditure	£2,000,000

Learning

To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	*"This proposal builds on the following lessons from nine years of cooperation as a Forum.* • *Solidarity between organisations is a powerful tool* • *Higher profile results from a consolidated approach between organisations and reduces the risk of attack by Government* • *All rights are interdependent and indivisible and need to be tackled simultaneously*[1]*"* These lessons do not seem specifically easy to make operational. The consortium members have recent relevant experience which they could bring to their work.[2]
Learning methods and tools used	No evidence directly relating to this issue identified in sources examined
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	The reports do not focus on learning. Learning is presented as important and the only method mentioned is meetings to discuss work. Lessons include the effectiveness of engaging with actors who are respected by government and other approaches that exploit links to reformers within government[3] these lessons are about engaging supply side approaches/avoiding an adversarial position. Respectful and behind closed doors engagement with a sensitive government yields more results than "megaphone diplomacy".[4]

[1] ZHR NGO Forum, 2007. *Proposal to DFID Governance and Transparency Fund*, p.7.
[2] ZHR NGO Forum, 2007. *Proposal to DFID Governance and Transparency Fund*, p.18.
[3] ZHR NGO Forum, 2014, *GTF 312 Programme Completion Report, Strengthening Human Rights in Governance and Transparency*, p.22.
[4] ZHR NGO Forum, 2014, *GTF 312 Programme Completion Report, Strengthening Human Rights in Governance and Transparency*, p 23.

How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	No evidence directly relating to this issue identified in sources examined
The role of DFID in supporting learning from the programme (at country level and in the UK).	DFID is not mentioned in the PCR or the FER except as a donor. The visit report describes DFID as a willing collaborator with the GTF, "within reason" and that it helped sort out some problems with another GH.[5] Other GTF GHs in Zimbabwe are not mentioned in MTR, PCR or FER.
Reporting from grant holder in terms of contributions to learning.	Three MSR reports: property rights of wives; victims of organised violence and torture; reducing barriers in access to justice especially for women in cases of domestic violence.
Management of the quality of reporting to improve the potential for learning.	More capacity building is still needed in the area of evidence based report writing, monitoring and evaluation. Some of the lessons learnt point to the fact that DFID ought to have factored in the need for initial support at the very inception stage of the programme. More capacity building is required given the fact that DFID continues to change and modify its reporting requirements, and in most cases it risks leaving implementing partners behind.[6] "third annual report was rejected as entirely unsatisfactory and sent back by KPMG for complete revision. Fortunately, ZHRF used the constructive criticism to reform its operational procedures, entering into a new MOU with its consortium partners which gives ZHRF greater flexibility and greater control over resources and management decision-making."[7] Once a programme has been launched it is counter-productive to introduce new reporting requirements or amend the existing ones without giving the relevant training. A number of CPs expressed concern over the inconsistence and continued changes in reporting requirements by DFID during the duration of the programme.[8] PCR[9] reports on management difficulties in all members of the consortium leading to lower capacity, especially the loss of staff making learning more difficult to retain.

Impact
How and to what extent has the GTF made progress towards the objectives in the logframe?

Theory of change	A diagram in the proposal[10] suggests that four components: 1. People need to know their rights; 2. The mechanisms/ instruments of justice must be functional; 3. The legal framework must support people's rights; 4. Institutions responsible for justice must be able and willing to assist; lead to Access to Rights.

[5] KPMG, 2012. *Zimbabwe Country Visit Report, DFID Governance and Transparency Fund* p.14 & 21.
[6] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme* p.6.
[7] KPMG, 2012. *Zimbabwe Country Visit Report, DFID Governance and Transparency Fund*, p.17.
[8] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p.34.
[9] ZHR NGO Forum, 2014, *GTF 312 Programme Completion Report, Strengthening Human Rights in Governance and Transparency* p.15.
[10] ZHR NGO Forum, 2007. *Proposal to DFID Governance and Transparency Fund*, p.6.

	The GTF312 programme was set up to get the balance right between the demand side (e.g. raising awareness on people's rights, mobilising groups to demand better access to services) and the supply side (e.g. national government ability to pass legislation, local government capacity to deliver.[11]
Major reported achievements **Those marked * are reported in GTF logframe**	*49 MPs sensitized on the need to ratify Convention Against Torture (CAT). 100 prison officers have received human rights training, *420 peace monitors have been equipped with para-legal, human rights monitoring and documentation skills. 927 of traditional leaders trained in access for justice for victims of torture and organized violence (OVT), *325 traditional leaders trained in human rights and conflict resolution[12]. the establishment of the Zimbabwe Human Rights Commission, *Result 1: the Forum facilitated access to justice and accountability for more than 450 victims of organised violence and torture by assisting them in filing legal cases against human rights abuse perpetrators. *Result 2: the court fees in civil cases were reduced to enable litigants to access justice. *Result 3: the livelihoods of women have been improved as a result of the advocacy around the distribution of matrimonial property upon separation in unregistered customary law unions. *Result 4: In the Forum's litigation assistance resulted in the arrest and prosecution of the police officers who would ordinarily enjoy immunity as a result of impunity. *Result 5: women and girls' access to justice improved as a result of the Forum's successful advocacy campaign to increase the jurisdiction of Magistrate courts and to reduce court fees in civil cases. (4,351 women assisted). Result 6: prison officers shifted from the tendency to punish to rehabilitating prisoners.[13]
Evidence of contribution and attribution to outcome and impact	The FER suggests it is very difficult to do attribution but concludes on the same page that the impact of the GTF is clear. Generally, the impact of most programmes and projects is difficult to measure due to the so-called 'attribution gap', as it may not always be possible to define whether certain outcomes result directly from the programme/project's interventions, or (would) occur due to other factors. This is especially the case against with interventions where several stakeholders are involved to varying degrees, both public and no-state actors. The overall impact of the GTF programme is beyond question.[14] The FER complains that assessments were made of each consortium member rather than of the consortium as a whole[15]

[11] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p.26.
[12] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, July 2013, p.13.
[13] ZHR NGO Forum, 2014, *GTF 312 Programme Completion Report, Strengthening Human Rights in Governance and Transparenc*y,p.16.
[14] Mutasa, C. 2013*. Final Evaluation Report of the Governance and Transparency Programme*, p.20
[15] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p28.

Sustainability	Sustainability from lack of funding and from a more repressive government are mentioned by the FER.[16] Three consortium members have secured further funding. Community level observers are continuing to be active. Links between consortium members and between members and different government departments are likely to continue.[17]
How were risks and assumptions dealt with in reporting?	Final approved logframe contains routine assumptions about political environment and also issues of people being willing to take part and take risks, e.g. Human Rights Defenders are willing to provide information for documentation; Law enforcement agents participate in training; CSO activists willing to be trained.[18]. Harassment of Human Rights Defenders is reported in several places[19] but the link is not made to the logframe assumption.

Value for money

Contribution of the programme to providing value for money	In line with the above observations, it is the view of the evaluator that the programme was delivered in a cost-effective manner based on the information available[20] Examples of Economy in reducing costs and in sharing resources among consortium members are presented. The KPMG visit report[21] also offers similar assertions of good VfM although there are no quantitative data provided.

[16] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p.35.
[17] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p.35.
[18] ZHR NGO Forum, 2013, *Annual Report 2012/13,* Annex 2: Revised Logical Framework.
[19] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p.15.
[20] Mutasa, C. 2013. *Final Evaluation Report of the Governance and Transparency Programme*, p.31.
[21] KPMG, 2012. *Zimbabwe Country Visit Report, DFID Governance and Transparency Fund*, p,17.

Annex 22: GTF 361 GNP+ - Leadership through accountability
Programme Identification Details

GTF No.	361
Start	08/09/2008
End date	07/09/2013
Lead agency	The Global Network of People Living with HIV (GNP+), with World AIDS Campaign (WAC) (jointly till end 2011 and subsequently subcontracted).
Brief summary	The overall aim was to support advocacy efforts at national and regional levels that would lead to respect of the principle of Universal Access to HIV prevention, treatment, care and support. In ten countries PLHIV and their organizations and networks were supported by GNP+ to carry out research using five different research tools and build advocacy programmes based on the results of the research. WACI supported the coordination of work and the advocacy work until replaced in the last phase of the programme.
Countries where activities took place	Round 1: Kenya, Nigeria, Zambia (2008-2010) Round 2: Cameroon, Ethiopia, Moldova, South Africa (2010-2012) Round 3: Malawi, Senegal, Tanzania, Indonesia (2011-2013) No explanation found for the inclusion of Moldova. Indonesia programme closed early when national HIV/AIDS network collapsed.
Local partners.	National PLHIV Networks in: Kenya, Nigeria, Zambia, Cameroon, Ethiopia, Moldova, South Africa, Tanzania, Sénégal, Malawi.
Target beneficiaries	Over 4,700,000 PLHIV benefited from the LTA programme due to improved access to services, enhanced quality of treatment, access to justice or changes in the policy environment. Women living with HIV, their partners, and MSM, were the key populations who benefitted most from the LTA.
Final reported expenditure	£4,099,669.00

Learning
To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	The proposal was based on ongoing work funded by DFID. Working as a consortium had helped the lead agency (GNP+) to define a clear approach. Consultations in Nigeria and Zambia before the proposal was submitted helped to identify targets.[1] A great deal of experience is recorded in the proposal under Relevant Experience particularly of WACI in coordination for national networks.[2]
Learning methods and tools used	Five research tools were used by PLHIV to carry out 50 pieces of research: 1. *The People Living with HIV Stigma Index;* 2. *Global Criminalization Scan*; 3. *The Greater Involvement of People living with HIV/AIDS (GIPA) Report Card;* 4. *Human Rights Count!;* 5. *Advancing the Sexual and Reproductive Health and Rights of People Living with HIV: A Guidance Package.* The MTR is reported in the FER[3] as being important in sharing understanding of the programme and validating the programme logic. The

[1] GNP+ and the World AIDS Campaign, 2007. *HIV Leadership through Accountability, Keeping the Promise of HIV/AIDS Universal Access, Proposal CN – 361*
[2] GNNP+ and the World AIDS Campaign, 2007. *HIV Leadership through Accountability, Keeping the Promise of HIV/AIDS Universal Access, Proposal CN – 361,* final pages.

	MTR and the FER were carried out by the same consultant. A tool (Ground Up; measuring involvement of people living with HIV/AIDS at community level) was introduced for community level work. No results from this usage of Greater Involvement of People living with HIV/AIDS tool found. A meeting in Dakar in June 2013 was used to agree on work priorities and schedules but also for sharing learning between all programmes.[4, 5] Monitoring meetings were held every six months. "*Peer learning was highly appreciated".*[6]
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	The programme tried to focus on countries where there is high HIV+ status and this is scored as good targeting under Relevance.[7] The top-down selection of countries led to approaches to HIV/AIDS organisations and networks rather than a demand led approach. "*This design flaw affected the relevance but also efficiency and effectiveness of the LTA programme".*[8] The Assumption that local organisations would cooperate was found to be wrong in 4/10 countries.[9] WACI financial management was not adequate. GNP+ ordered an audit and suspended funding. The audit revealed weak systems but no impropriety[10]. New arrangements were put in place[11]. GNP+ seems to have handled it well.
How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	Fifty research reports were produced by the entire programme in satisfaction of an output indicator.[12] The research tools were used to collect evidence that would be used in lobbying and lead to changes in policy and implementation at national levels. Advocacy based on the GIPA scorecard is credited with changing working methods in Kenya, Ethiopia and to PLHIV being recruited to the Min. Of Health in Senegal while in South Africa, as a result of advocacy using the results of the GIPA Report Card, two women living with HIV now sit on the South African National AIDS Council as Deputy Chairs.[13] The Stigma Index tool was taken up by the National AIDS council in Zambia[14].

[3] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme,* p 25.
[4] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p38.
[5] GNP+, 2013. *GTF 361, PCR Submission*, p.14.
[6] GNP+, 2013. *GTF 361, PCR Submission***, p.18.**
[7] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme,* p.3 and 7.
[8] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme,* p.4.
[9]GNP+, 2013. *GTF 361, PCR Submission*, p5 and 6.
[10] Mazars, 2012. Email to GNP+, 3 February 2012.
[11] GNP+ 2012, email to Mike Macdonald, *Information Note GTF361*, February 03, 2012.
[12] **G**NP+, 2013. *GTF 361, PCR Submission*, p3.
[13] GNP+, 2013. *GTF 361, PCR Submission*, p.14.
[14] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme,* p.45.

Role of DFID in supporting learning from the programme (at country level and in the UK).	*"Lack of engagement at country level by DFID was a missed opportunity; DFID did not respond to requests to engage*[15]*"*
Reporting from grant holder in terms of contributions to learning.	MSR, Evidence from 50 pieces of research. MSR, 20 girls per year saved from forced marriage. MSR, New anti-retroviral treatment with less harmful side-effects benefitting 450,000 people in Malawi.
Management of the quality of reporting to improve the potential for learning.	The evaluation team push back on the ToR. "The breadth of the evaluation scope with nine evaluation criteria and an additional criterion on lessons learning given by DFID for this evaluation is well beyond the five [OECD DAC] evaluation criteria normally used."[16]

Impact
How and to what extent has the GTF made progress towards the objectives in the logframe?

Theory of change	A ToC is presented in the FER Annex 8 a simpler version is shown in Figure 11[17]. It contains a many detailed statements although some of the logical flow is not clear. The programme logic was validated by the MTR[18] and the FER (by same consultant). Partner agencies are expected to use the five research tools to collect new and valid information; this information will be used by the networks and platforms created by World Aids Campaign International to campaign for changes in policy and practice. Many partners report that "evidence" is making the crucial difference in their advocacy efforts".[19] Partner agencies did not take part in the design and it was perceived as topdown.[20] The logic included the assumption of willingness on the part of civil society organisations to collaborate at national level and the FER suggests that this underestimated the problems caused by competition for funds.[21] The ToC is considered to include longer term impact "to be realised beyond the time frame of the programme".[22]

[15] Global Network of People Living with HIV (GNP+), 2013. GTF 361, PCR Submission, 7/12/13, p8.
[16] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p.16.
[17] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p.38.
[18] Engelhardt, Achim, 2011. *DFID GTF Project 361, HIV Leadership through accountability programme - Mid-term review: final report*.
[19] KPMG, 2013. Email to Kevin Moody, GTF 361: Feedback on your fifth annual report for the DFID GTF, 30th September 2013.
[20] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p.21.
[21] Engelhardt, Achim and Silvia Hidalgo, 2013. Final evaluation – draft report, HIV Leadership through accountability programme, p.22.
[22] GNP+, 2013. *GTF 361, PCR Submission*, p.11.

Major reported achievements those marked * are reported in the GTF logframe	*The capacity of PLHIV men and women and confidence is raised by taking part in research[23]. And in the use of the five research tools. *The PLHIV networks improved participation and influence. Being authors of research increased their status. The focus on specific populations (MSM and women) (in South Africa and Nigeria) has been important in raising their voice and strengthening their organisations. The successful leveraging of funds from new sources for continued work in Kenya, Nigeria, South Africa and Zambia is considered to be part of Outcome success.[24] *Kenya: £270,000 from Danida for Men's Sexual Health and Rights Initiative; - Nigeria: £5 million for Adherence groups for PLHIV from the Global Fund; - Ethiopia: £3 million to engage 450 HIV+ case managers over five years to work in health facilities; and * Malawi: £3 million from PEPFAR for switch to a d4T-free new drug for ART[25] *HIV/AIDS networks have greater capacity (as well as the increased funding above)[26] Policy changes: 4.7M PLHIV potentially better off. *Anti-discrimination Act passed in Nigeria.[27] *Anti-discrimination clause in the draft constitution in Zambia. FER, Annex 7. Improved services: Following paragraphs from MSR on use of evidence in advocacy: Cameroon: In October 2009, the PLHIV network launched the Yaoundé declaration on the side effects of d4T in the current ART medicine.. The phase out was finalised in February 2011. Number of beneficiaries on ART: 89,000[28] Ethiopia: Following the strengthening of NEP+ by the LTA programme, the network managed to mobilize PEPFAR funding of $5 million to engage 450 HIV+ case managers over 5 years. To date 380 case managers have been recruited to provide health education to PLHIV and communities about how to access services and to carry out treatment registration. Direct beneficiaries: 76,000 (minimum) *Malawi: The Civil Society Platform, in a joint advocacy effort with the network of PLHIV (MANET+), used the LTA evidence on human rights to persuade policy makers to phase out use of Stavudine (d4T) as a therapy option, in line with current World Health Organisation guidelines[29]. The

Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*. P.18.

[24] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p.4.

[25] KPMG, 2013. Email to Kevin Moody, GTF361: Feedback on your fifth annual report for the DFID GTF, 30th September 2013.

[26] GNP+, 2013. *GTF 361, PCR Submission*, p.18.

[27] GNP+, 2013. *GTF 361, PCR Submission*, p14.

[28] National AIDS Control Committee, 2010: The impact of HIV and AIDS in Cameroon through 2020

[29] **http://www.who.int/hiv/topics/treatment/d4t-phase-out-management-guiding-principles.pdf**

	phase out plan will be completed in July 2013. Number of beneficiaries on ART: 450,000.[30] Senegal, the decision to focus on health financing followed a government announcement of their intention to decrease health spending to six per cent of the budget. LTA partners met with policy makers and other leaders to reverse this decision. Through the collective efforts of the platform and other stakeholders, government agreed not to decrease the health budget. Number of beneficiaries: 18,352 PLHIV on ART in Senegal.[31] * A wide range of information products created and distributed. And media used to broadcast findings from research.[32]
Evidence of contribution and attribution to outcome and impact	A desired approach is specified in the ToR "Contribution claim = verified theory of change + other key influencing factors accounted for" but not clear that it was used in the FER.[33] No clear reference in the PCR. The ToC is presented as being plain enough to allow easy attribution since the same organizations carried out research and used it in advocacy campaigns. The ownership of LTA programme results by networks of people living with HIV is high to very high (95%).[34]
Sustainability	Sustainability is positively assessed by stakeholders in terms of skills and network functions but less well for financial sustainability[35]. The PCR accepts that networks may not work well together for lack of funding.[36] Significant amounts of funding have been secured by individual members of the consortium and these are listed among the key achievements. GNP+ is criticised in the FER and in feedback from KPMG for being unclear about the development of "exit strategies".[37]
How were risks and assumption dealt with in reporting	The key assumptions about CSOs working together and WACI having capacity are mentioned in the logframe but not invoked in reporting. Purpose level assumption in final logframe: Capacity of coordination of the diverse voice of CS to demand accountability of governments based on evidence. Assumption in all Outputs in final logframe: Capacity of WAC creating a safe space for coordination and consultation for evidence to be gathered with the HIV positive person in the centre.

[30] http://www.manaonline.gov.mw/index.php/national/health/item/3174-450-thousand-people-on-art-in-malawi : quoting Edith Mkawa, Principal Secretary for Nutrition HIV and AIDS in the Office of the President and Cabinet
[31] http://www.unaids.org/en/resources/presscentre/featurestories/2012/october/20121011senegal/
[32] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, pp 24, 46 and 84.
[33] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p.58.
[34] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p.5.
[35] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p.10.
[36] GNP), 2013. *GTF 361, PCR Submission*, p.18.
[37] KPMG, 31 January 2014, Email, GTF361: Feedback on your Project Completion Report for the DFID GTF

Value for money Contribution of the programme to providing value for money	The final evaluation makes strong claims for good VfM on the basis of benchmarking against the ILO in the Philippines and the private sector in Zambia. The sources of comparative data are referenced and compared with data collected in the Final Evaluation.[38] Case studies were carried out in Zambia and Malawi which contain positive but varied observations on VfM.[39] The Malawi case work includes the calculation that the accelerated switch of Anti-RetroViral drugs was achieved at the cost of £0.33/beneficiary. There are observations of improvements in well-being of some individuals who changed ARV treatment.[40] Major claims are made for the improvements of the policy environment in which the numbers benefiting are over 4M.[41] Economy had not been systematically assessed but a few examples of cost-cutting are presented.[42]

[38] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*. p

[39] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*. Annex 6 and 7.

[40] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*. p95.

[41] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme,*

[42] Engelhardt, Achim and Silvia Hidalgo, 2013. *Final evaluation – draft report, HIV Leadership through accountability programme*, p.6 and p.9.

Annex 23: GTF 422 PRISMA - Tools for strengthening local governments participatory management within a decentralisation process

Programme Identification Details

GTF Number	422
Start Date	10th November 2008
End Date	3rd March 2013
Brief Summary of Programme	Programme strengthened the decentralisation process through local and regional institutionalisation by improving the operational management capacity of its organisations and through a training process for authorities and public officials. Programme has contributed to improvements in health, education and identity services; and, in partnership with other institutions, regional and district coordination and consensus-building spaces have been promoted and strengthened
List of countries where activities took place	Peru
Number of local partners	2
Target groups and wider beneficiaries	420,574 households in 623 districts and 14 departments of Peru, where JUNTOS was being implemented. (JUNTOS is a social government programme based on conditional cash transfers to poor families. Currently, it is the main public tool for mobilising demand for health, education & identity services.)
Final reported expenditure	£4,565,000

Learning

To what extent were the learning methods effective?

Evidence in the application process of learning from other governance and transparency work.	Reference to similar previous experience of PRISMA and partners.[1]
Learning methods and tools used	The experience of implementing this programme plus previous experience was probably the singular means of learning. No reference to tools and methods outside the programme,
Extent to which learning enhanced the impact, outcomes and outputs of the programme.	Unclear. FER includes 13 pages on lessons for future similar work.[2]
How methods and tools were used and what changes resulted (within programmes, across the GTF and outside the GTF, including DFID).	At proposal stage part of an output was learning opportunities – but this was not reported on by the time of the final logframe.
The role of DFID in	No information

[1] PRISMA 2007, *Concept Note*, p.3

[2] O'Brien, Eliana Chávez, 2013, *Final Evaluation Report*, p.146 – 159.

supporting learning from the programme (at country level and in the UK).	
Reporting from grant holder in terms of contributions to learning.	Final evaluation includes lessons learned about programme design, including: • One partner, ESAN was a University of Business Administration and it delegated training to accredited local universities, which had a double impact in terms of promoting the decentralisation of training programmes, and at the same time supporting university capacity for governance and transparency work.[3] • Select fewer regions and fewer districts; • Promote an intervention methodology prioritising the association with partners that share the same interests and develop suitable capacities for achieving the anticipated results. • Among the different government levels and between these and civil society ….. Experience teaches that this type of intervention facilitates more effective, efficient results and with a better likelihood of sustainability. • The good institutional image of PRISMA, the products offered throughout its intervention, accompanying the processes of change that were promoted and their intervention strategies linked with other institutions were all helpful in overcoming the barrier of mistrust between public institutions and civil society. • The first lesson of the Project is that in the association with other institutions, if the choice of partners responds to criteria such as those prioritised in the G&T Project, that is to say, efficiency, effectiveness, impact, sustainability and replicability, the partnership has many probabilities of obtaining successful results as those observed in the Project.[4]
Management of the quality of reporting to improve the potential for learning.	Final evaluation is 165 pages with additional annexes, and could have benefited from strong editing.

Theory of change and results
Contribution of the programme to the GTF logframe

Theory of change	In Peru, one of the causes of poverty linked to the restriction of rights is inequality in access to the state's basic public services (health, education and identity). Therefore, improving the coverage and quality of these services will be an important policy in the fight against poverty and a fundamental element in achieving governability, showing the presence of the State in a given territory. This is because the State focuses excessively on the main cities and on Lima, and therefore, inappropriately assigns of resources, a situation that is expected to be corrected by the decentralization process. To that extent, the decentralization process offers an opportunity to achieve an improvement in the services considered as priorities due to the proximity of local and regional governments to the people, which is conducive to a more inclusive and participatory administration.[5]
Major reported	Key achievements

[3] O'Brien, Eliana Chávez, 2013, *Final Evaluation Report, p.125*
[4] O'Brien, Eliana Chávez, 2013, *Final Evaluation Report, 147 to 148.*
[5] PRISMA, 2013, *Project Completion Report* Annex 5, p.1

achievements	a) Increased access/coverage of ID cards among children from 40.8% to 93.2% in the project regions. b) Increase in coverage of schooling for children aged 3 to 5 years, from 58,6% to 67,9% in the project areas. c) A 5,3% increase in the budget to improve the services of health care and education for children (from up to 48,7% to 54%). d) 853 citizens in 263 districts carry out legislative and inspection work through regulatory documents for the follow-up of local management. e) 853 members of civil society are able to use tools to produce consensual plans to improve functions on the basis of the local problems of the context.[6] Others a) We have promoted linkaging among sectors and among government levels with the forming of development committees or organisations at the regional and local level. These had technical teams that drew up 147 coordinated plans. b) Budget executed by the health and education sectors in the 14 regional governments in the project area rose from 3.8% in 2009 to 7.3% in 2012 c) Two promotions of the Training Programme in public management for social development were completed in partnership with 14 universities in different parts of the country. 2,922 participants were accredited, 62% of whom are men and 38% women; and according to the type of actor, 13% were authorities, 65% officials, and 22% were from civil society. d) We performed capability-building of 79 representatives of the JUNTOS programme in the training programmes. e) Information panels were prepared and distributed: one at the national level; 14 for the regions in 2011 and 2012; and 28 district information panels in 2012 with data of regional and local investment and execution in the budget programmes for early childhood. [f) 178 district mechanisms of transparency have been implemented, such as accountability, newsletters, information boards, information sheets, citizens doing surveillance on the health care services.
Evidence of contribution and attribution	Assertions made rather than evidence. Language in the final evaluation is woolly and detracts from identifying even just strong links.
Sustainability	Sustainability in the services is foreseen based on establishment of commitments with other actors by means of bilateral agreements or participation in networks, and work committees for the design of plans and carrying out of joint activities, transfer of capabilities to the local actors and institutions, awareness-raising of officials and civil society on health care matters, and identity with an approach of rights, inclusion, and gender equality.[7] Sustainability of results and impact sought through the institutionalisation of the tools, methods and approaches used by PRISMA and partners in the districts. Prospects for this appear uneven. [8]

[6] PRISMA, 2013, *Project Completion Report*, p.14 to 22
[7] [7] PRISMA, 2013, *Project Completion Report*, p. 25
[8] PRISMA, 2013, *Project Completion Report*, p. 28 and 29

Value for money

Contribution of the programme to providing value for money	The evaluator/s have addressed all the four Es in assessing VfM (ie, Economy, Efficiency, Effectiveness and Equity); but nowhere is there a clear statement that overall the programme did (or did not) represent good VfM. The nearest we come to that is in Section 9.6 of the FER which includes the statement: "….. the G&T project was most successful at all levels of intervention. This model promotes efficiency, effectiveness and sustainability."[9] The project was designed with a very extensive and dispersed coverage, hence losing in depth. This risk, however, has been considered by specialists on the matter as an opportunity to bring the state closer to the indigenous rural districts and Amazon districts that it had not previously reached. The experience gained enables PRISMA to design proposals around strategies on decentralisation and satisfaction of the quality of life of the poorest members of the population that the state does not each. In this case, the risk became an opportunity for PRISMA, insofar as it is able to draw up policy proposals for the above-mentioned regions; and the national, regional, and local governments will benefit from having an experience available that can be used in a significant proposal for areas "forgotten" by the state.[10] Generally speaking, we can affirm that the budget was executed at an average cost of £ 7 161,56 per district intervened, equal to £ 10,61 per household in more than 4 years; which made it possible for almost half of them to have improvement plans in services of health care and education, and for the number of projects in execution to rise from 12 to 48. It should be noted that the horizon of these plans goes beyond the end of the project, and they are now interiorised as a regular management practice.[11]

[9] KPMG, 2013, Letter to PRISMA, GTF422: Feedback on your Project Completion Report for the DFID GTF, 3rd December 2013, p.3
[10] PRISMA, 2013, *Project Completion Report*, p.30.
[11] PRISMA, 2013, *Project Completion Report*, p.28.

Annex 24

End of Programme Review
Governance and Transparency Fund
Terms of Reference
November 2013

1. Background

1.1 The ability of citizens to make their voices heard and hold their governments to account is fundamental to good government. Its absence fosters an environment in which corruption can flourish, and citizens are unable to assess the decisions of their leaders, or make informed choices about who they elect to serve as their representatives.

1.2 In 2006 a paper on "Civil society and governance" was submitted to Ministers for discussion as part of the drafting of the Third White paper 2006. This was basis for the development of the Governance and Transparency Fund (GTF). In 2007, DFID created a £100 million GTF. The high level objectives of the GTF are:

- **Impact:** governments are more capable, accountable and responsive to meet the needs of poor people.
- **Purpose:** strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions at different levels in the governmental system.

1.3 The key characteristics of the original fund design included:

- centrally managed
- demand-led and competitive
- one funding round.
- larger scale projects only – between £750,000 and £5m
- projects to cover a period of between three and five years
- 85% of funds to be channelled to local partners in developing countries

1.4 A two stage selection process with 441 concept notes and 300 organisations invited to submit full proposals. Final funding decisions were agreed by DFID and a total of 38 projects (£130 million) were approved. The 38 leading civil society and media organisations, linked to over 1,200 local partner organisations in more than 100 countries.

1.5 The fund's activities cover a wide range of governance issues - from basic literacy for women in Afghanistan to human rights in Zimbabwe. It helps citizens get involved in the delivery of better quality services, and to have a say in national policies on issues such as maternal health and access to justice and security. It promotes international standards in public financial management, gender equality and the environment, and it operates in fragile and conflict-affected states.

1.6 The GTF closes in March 2014. An independent 'end of programme review' will now be carried out.

2. Objectives of the review

2.1 The **purpose** of this review is:

- To assess the economy, effectiveness and efficiency of the management of the GTF and the use of public finances.
- To assess the extent to which the outcomes and impacts of the GTF have been achieved.
- To assess the effectiveness of the lesson learning methods from the GTF.

3. Scope

Reviewing the management of the Fund

Key question

3.1 To what extent has the GTF been managed economically, effectively and efficiently?

3.2 The review will assess the overall management arrangements of the GTF. The approach to the assessment of effectiveness and value for money for this review will be based on what is often called the three Es – economy, efficiency and effectiveness. A fourth E – equity – is sometimes included. However this was not a key consideration when the Fund was first designed.

- **Economy:** getting the best value inputs
- **Efficiency:** maximising the outputs for a given level of inputs
- **Effectiveness:** ensuring that the outputs deliver the desired outcome

3.3 Areas to be covered should include the following although this is not necessarily an exhaustive list:

- Programme design
  - Theory of change,
  - Logical framework
  - Allocation of resources
  - Selection of partners
- Financial management
  - Forecasting
  - Audits
  - Financial assessments
- Programme management
  - Annual review process
  - Evaluations
  - Review of risks and assumptions
  - Development and modification of logical framework and theory of change
- Public financial management
- Risk management
  - risk assessment
  - risk mitigation measures
- Partner engagement and communications;
- Reporting arrangements.

3.4 There is information available on the time and resources taken to complete the activities and on the quality of the outputs for the GTF. There are some comparable benchmarks for other civil society funding schemes such as the Civil Society Challenge Fund and the Global Poverty Action Fund.

3.5 We are particularly keen for the review to identify examples of good practice as well as management approaches within the GTF that have been successful. This will be useful as this learning will inform improvements in the management of other funds, ensuring greater impact and effectiveness in the future.

Impact of the Fund

Key question

3.6 How and to what extent has the GTF made progress towards the objectives set in the logical framework?

3.7 This will involve reviewing the GTF programme's **progress against "impact", "outcome" and "outputs" of the GTF logical framework**.

- **Progress towards the "impact" objective: "***Governments are more capable, accountable and responsive to meet the needs of poor people"*. Areas to be covered:
  - degree to which the impact objective is relevant to decision-makers
  - progress towards the "impact" objective;

- evidence of this progress;
- assessment of the risks and assumptions and
- the degree that the assumptions have affected the project.

- **Progress towards the "outcome" objective: "***Strengthened civil society to help citizens effectively represent their views and interests and hold governments to account for their actions - at different levels in the governmental system".* Areas to be covered:
  - degree to which the "outcome" objective is relevant to decision-makers
  - progress towards the "outcome" objective;
  - assessment of evidence of this progress;
  - assessment of the risks and assumptions;
  - beneficiary feedback
  - the degree that the assumptions have affected the project

- **Progress towards the "output" objectives:** Areas to be covered:
  - progress towards the "output" objectives;
  - assessment of the evidence of this progress;
  - beneficiary feedback;
  - assessment of the risks and assumptions;
  - the degree that the assumptions have affected the project and

3.8 Information on the progress to the objectives is provided in the GTF Annual reports which include a portfolio analysis of how the individual projects have contributed to the overall objectives of the Fund. The Fund did not have a common set of indicators, so even though there is data on progress to the overall Fund objectives, this data is not aggregated. The data provides more of a mosaic of overall impact rather than a single answer.

Learning

Key question

3.9 To what extent were the lesson learning methods effective?

3.10 Specific areas this would cover are:
- the learning papers produced between 2008-2011
- significant results information
- the learning papers produced between 2011-2014

3.11 A key source of information will be the monitoring information from the fund managers. However this will not be sufficient: the contractor will need to do information collecting.

4. Methodology

4.1 The contractor should develop the methodology with regard to the evaluation questions. The suggested methodology could include, but should not be restricted to the following.

4.2 Methods for available data:
- **Information needs assessment**
  - Session with Civil Society Team to clarify what would be useful for DFID advisors.
- **Document review**
  - Review overall key documents.
  - A list of key documents will be provided.
- **Sampling**
  - With 38 programmes, it will be impossible to review all project work, so there will be a need to take a representative sample of projects selected against criteria to be agreed with CSD.

- It is important that this is based on a coherent and robust sampling framework.

4.3 Methods for unavailable data:

- **Focus groups**
  - Focus groups with representatives from the projects could be arranged.
- **Survey**
  - Surveys of representatives of partner organisations could be arranged.
- **Interviews**
  - The key people to be interviewed are: fund managers, a sample of partner organisations (to be confirmed as required), sample DFID Departments.
  -

4.4 In both cases there will be a need for the following:

- **Analysis**
  - Team to meet to analyse/review findings, as necessary.
- **Reporting**
  - Write up findings.

5. Timing

- Terms of reference agreed by 15th November 2013
- Reviewers selected by 15th January 2013
- Work started on the end of programme review by 1st February 2013
- Draft findings available for discussion by 15th March 2014
- Final report by 15th April 2014

6. Outputs and reporting

6.1 The key outputs will be:

- A short (5 page) inception report in the first 4 weeks of the review outlining methodology and key review questions.
- A draft report, no more than 30 pages long, to include:
  - Executive Summary (up to 4 pages)
  - Contents, acronyms and methods used
  - A brief history of the GTF, how the fund has been managed (max 3 pages).
    - Review of fund management arrangements (including value for money)
    - Progress towards "impact" objective, "outcome" objective and on outputs
    - Lessons learning
  - Recommendations
  - Annexes (terms of reference, people interviewed, documents reviewed and any confidential annex).
- A presentation of draft report findings to the Civil Society Department.
- A final report taking into account comments.
- A seminar with a number of the GTF partner organisations.
- An innovative learning process to demonstrate and share learning
- A 2 to 3 page reflection on key learning about evaluation

Catriona Brockett
Civil society department
DFID
November 2013

Annex 25: People Consulted

Mike	Battcock	DFID
Steve	Bertram	KPMG
Catriona	Brockett	DFID
Richard	Burge	TLC
Lorraine	Healy	DFID
Caroline	Hoy	DFID
Michelle	Kay	KPMG
Adrian	Keitch	KPMG
Aileen	Lyons	KPMG
Mike	MacDonald	KPMG
George	Mclaughlin	DFID
Steve	Nally	DFID
Anis	Pringle	KPMG
Graeme	Ramshaw	KPMG
Duncan	Rhind	Harewelle
Lydia	Richardson	TLC
Mark	Robinson	DFID

GTF respondents to the online survey

GTF	3
GTF	10
GTF	36
GTF	44
GTF	77
GTF	88
GTF	94
GTF	112
GTF	138
GTF	142
GTF	163
GTF	164
GTF	170
GTF	174
GTF	222
GTF	255
GTF	255
GTF	272
GTF	301
GTF	301
GTF	301
GTF	309
GTF	322
GTF	328
GTF	334
GTF	361
GTF	367
GTF	394