

Annex D Performance against the Logframe

BUSAC II

Table 1 provides the Evaluation's summary prediction and Table 2 provides a narrative of performance against logframe indicators.

There are some measures in the logframe that do not meet one or more of the following aspects: objective; preferably quantifiable; verifiable and preferably independently verifiable; serve as a credible proxy for the output, outcome, impact, purpose or goal; time-bound; consistent throughout the length of the project.

Some of those measures not meeting the criteria are:

- At the outcome level, the rank of factors in business perception of investment climate does not provide useful information.
- At the outcome level, private sector credit and trade in goods and services as a percentage of GDP, does not have a target for the end of the programme
- Achievement on projects (used throughout the output measures) is not specifically defined. The Evaluation assumes that grantee-reported self-assessment of achievement, either fully or partially achieved is the measure used.
- Functional dialogue structures, PSO networks, both measures for partnerships are not defined
- Number of PSD meetings, an output measure, is an activity measure
- Approval rate for grant applications is not a proxy for enhanced advocacy capacity
- Number of journalists trained in advocacy is an activity measure used to measure an output.

Table 1 - BUSAC II logframe predicted outcome for target measures

Logframe level	# of indicators	Predicted # of indicators that will be achieved by end of project	Predicted shortfall in achievement	Cannot be predicted
Outcome	5	2	2	1
Output 1	2	1		1
Output 2	4	3	1	
Output 3	6	4	2	
Output 4	4	4		
Output 5	3		3	
Output 6	4	1	3	
Output 7	3	2	1	

Table 2 - BUSAC II logframe - likely outcome of measures at outcome and output levels

Level of intervention	Main indicator	Target measure	Target (end of project)	Current status 2Q14	Evaluation commentary
-----------------------	----------------	----------------	-------------------------	---------------------	-----------------------

Level of intervention	Main indicator	Target measure	Target (end of project)	Current status 2Q14	Evaluation commentary
Outcome	Advocacy actions contribute to improvement in the business environment at all levels (Doing Business and investment climate indicators)	WB DB indicators at all levels	83 at country level	70 (2015)	<p>Will be met, though not attributable to BUSAC.</p> <p>The only major improvement in the ease of doing business (DB) indicators is the access to credit, wherein Ghana improved by some 25 points while payment of taxes improved marginally by just a point.</p> <p>No BUSAC I projects were targeted to support specific DB changes and in BUSAC II only 3 projects under the invitational grants scheme are aligned to that agenda. DB indicators have largely remained constant or in some cases have declined in recent years.</p>
		Rank of factors in business perception of investment climate	Cost of credit 5 th Taxation 1 st Access to credit 2 nd		<p>Inappropriate measure for a logframe as it does not provide anything to be measured.</p> <p>The ranking system prepared by AGI provides an indication of the most pressing factors that businesses perceive. Taxation has moved to be 1st from 5th and cost of credit moved from 5th to 1st.</p> <p>Very few BUSAC funded projects are aimed at these issues.</p>
		Ghana's competitiveness in the global context (WEF)	43	114 (2013)	<p>Will not be reached.</p> <p>No improvements noted since 2010.</p>
		Credit to the private sector as a % of GDP (National Account Stats)	15.2%	16.1% (2013)	Improvement over target.
		Trade in goods and services (% of GDP) WB	95%	56% (2013)	Check the 2013 number, totally out of line with 2012.
Output 1: Advocacy actions achieve their objectives	Advocacy actions achieve their objectives	# of funded projects that target removing barriers to doing business achieve objective	50%	44%	<p>It is not known whether this will be achieved.</p> <p>See next box. 2Q14 number reported by management. The number assumes that all funded projects are aimed at removing barriers to doing business which is not the case.</p> <p>In this case, in general, 39% of grantees self-report achievement, and a similar number report partial achievement.</p>

Level of intervention	Main indicator	Target measure	Target (end of project)	Current status 2Q14	Evaluation commentary
		# of BUSAC II projects that achieve intended final results (region, gender, sector, category of focus)	75%	39% achieved plus 40% partial achievement	Based on the concept that partial achievement is accepted as achievement, then then BUSAC II should achieve the 75% indicator. Definitions of achievement are not defined. BUSAC II completed projects show results shown in Annex E (sector, region, etc.).
Output 2: Strengthened structures for dialogue and advocacy	Improved quality and regularity of formal and informal public-private dialogue	% of PSOs actively participating in public policy formulation	50%	7%	Likely to be reached. UCC Impact Study found that the regularity of interaction showed that 86% of PSOs met regularly with policy makers (39% more regularly, 47% regularly) after the BUSAC Fund intervention while 10% of PSOs interacted less regularly with duty bearers' (p. 45).
	Permanent and institutionalized public-private dialogue structures	# of functional dialogue structures	20	26	This indicator appears to already show achievement.
	Quality and regularity of private-private dialogue – networking, linkages, building coalitions, collaboration	# pf functional PSO networks, alliances, coalitions, collaborations	20	8	This indicator may be achieved. A number is unlikely to say anything about the quality of partnerships created. Management reports evidence of coalitions from a joint workshop with STAR Ghana in 1Q14
	BUSAC II integrated into PSDS implementation and review processes	Number of PSDS review meetings with representation from BUSAC	16	4	Will not be achieved as there is no PSDS implementation and review process. Meetings are annual instead of quarterly
Output 3: Enhanced advocacy capacity of PSOs	Improvements in application quality	Approval rate of advocacy proposals	61%	47%	Will not be achieved, however, this measure applications say nothing about the capacity of advocating institutions. BUSAC II applications are out of the hands of the management, and a strong demand suggests good marketing and awareness raising. The standards for selection were higher in BUSAC II than BUSAC I as funds were limited.

Level of intervention	Main indicator	Target measure	Target (end of project)	Current status 2Q14	Evaluation commentary
	Proposed advocacy actions achievable and well considered	% of advocacy actions rated successful, by category of association	75%	28%	Likely to be achieved subject to definition. Total achievement for 39% of projects partial achievement for about the same. Annex E shows the results by type of association. Including partial success, all type of associations achieved the 75% target. Trade/ labour union project were marginally less successful than those from other types of associations.
	Progressively improved advocacy quality of small and weak associations and FBOs	% showing improvement	75%	48%	Likely to be achieved. Small and weak associations are not defined. 86% of 85 FBOs and 90% of 79 Business Associations that operated district level projects under BUSAC II showed an improved composite Irwin Grayson score at subsequent measurement date compared to the composite score at time of grant application.
	Increased levels of ownership of advocacy actions by PSOs	% of small and weak associations and FBOs showing improvements in capacity.	75%		Looks likely to be achieved.
		% of PSOs contributing to the cost of advocacy action	90%	97%	The indicator has been achieved. The Evaluation argues that a 10% contribution is not a good proxy of ownership.
	Established PSOs independently pursue advocacy actions beyond BUSAC support Level of organisational development of PSOs	% of PSOs independently pursuing advocacy actions.	50%	13%	This indicator will not be met. Management reports 32 organisations as carrying out advocacy post BUSAC support. The Evaluation found that the vast majority of associations in Ghana that BUSAC has supported cannot afford to advocate further using the full advocacy model without significant further financial support. Perhaps as few as 70 organisations can afford to do advocacy using the full advocacy model encouraged by BUSAC.
Output 4: Enhanced organisational capacity and competence of PSOs	Enhanced willingness of the public sector to listen and to act	Level of organisational development of PSOs	50%	49%	Likely to be met. Capacity of PSOs has developed over the grant period, especially looking at advocacy competence. An analysis of the Irwin Grayson advocacy capacity model results for 270 BUSAC II grantees where there is, at a minimum, both a baseline and a subsequent

Level of intervention	Main indicator	Target measure	Target (end of project)	Current status 2Q14	Evaluation commentary
					post grant assessment provides that 71% of grantees show improved “advocacy” results.
	Enhance advocacy competence of the PSOs	Effectiveness of advocacy tools and techniques used by PSOs	75%	64%	Measure likely to be achieved. Based on the Evaluation study of 270 completed grant projects using the Irwin Grayson capacity tool, 83% of grantees were found to have improved Irwin Grayson “Results” scores.
	Improve institutional competence of PSOs	Success rates of advocacy efforts of PSOs adjudged to have improved organisational capacity	75%	83%	Measure likely to be achieved. Management report (83%) Based on round 1 only, but overall unlikely to change. Based on the Evaluation study of 270 completed grant projects using the Irwin Grayson capacity tool, 84% of grantees were found to have improved composite scores, excluding financial information. The Evaluation did not detect any significant general organisational strengthening of the grantee associations except for the women-dominated community-based associations where the principal objective of the grant project was organisational strengthening.
	Improve PSOs resource availability and management of these resources	Increase in dues paying membership of PSOs	50%	55%	Measure may well be met. Management assessment carried out on a limited database.
Output 5: Strengthened Support Service Markets	Improved capacity of BUSAC service providers to effectively support, train and advice applicants /grantees in their applications and conduct of business advocacy	% of successful advocacy actions by service providers	75%	64%	Unlikely to be met. Based off management assessment of 240 completed projects, 236 supported by BSPs. Success rate of projects overall suggests that the target will not be met.
	Expansion of the clients and products of BUSAC service providers outside of the BUSAC grant	# of service providers who get accredited	85	65	Target will not be met by end of programme. Service providers (BSPs) have increased their activity level and capacity. BUSAC has accredited and trained 65 service providers, 20 monitors, 38 trainers and 21 due diligence and data collectors. All are subject to continuous performance assessment.

Level of intervention	Main indicator	Target measure	Target (end of project)	Current status 2Q14	Evaluation commentary
					The role of BSPs has been subject to some adverse comments but interviewed grantees in general expressed appreciation of the quality of the services rendered by the BSPs stating that without their assistance the actual results would not have been achieved
		# of accredited service providers providing other services to grantees outside of the BUSAC grants.	85	45	Target will not to be met by end of programme as only 65 are accredited. According to management, service provided include accessing funds from other donors, organisation of workshops and helping implement other projects.
Output Area 6: Sustainable and effective coverage of business issues in the media	Grantees effectively use the media in business activity	Number of journalists trained in advocacy articulation	100	36	Measure unlikely to be met Measure is an activity measure and there is no reason why this measure cannot be met by the end of the project but management notes that no new training programmes for business journalists took place in 2014.
		Number of events covered by the media	600	221	This measure does not look likely to be achieved. Management notes that only four additional events had been held in the first half of 2014. Based on limited interviews the Evaluation found that the media has increased its activity level, enhanced its awareness and increased capacity on business environment issues.
	Development of the commercial interest and capacity of the media to cover business issues effectively and without BUSAC support	Growth of (the number of) journalists in business advocacy	200	60	This measure does not look likely to be achieved by the end of the programme. Management notes that membership of the Journalists of Business Advocacy had increased by 15 in 2Q14.
		Number of events on new business programs and advocacy covered in the media without BUSAC Fund Intervention in the first half of 2012.	1,000	808	The measure is on track to be met assuming a minimum of 100 such events per annum to the end of the programme. There were 44 in the first half of 2014.
Output 7: Efficient management and	BUSAC resources are used effectively to meet the	Number of grants designated by management as “green”, “yellow”,	85% green	91% green	This measure will be met by the end of the programme, given that many of the BUSAC II grant projects have completed.

Level of intervention	Main indicator	Target measure	Target (end of project)	Current status 2Q14	Evaluation commentary
governance of the BUSAC Fund	project purpose	“red”			
	BUSAC achieves significant national outreach	Number of districts with BUSAC targets/ grants.	80%	56%	This measure will not be met by the end of the programme. The number of districts increased in 2012 to 216. Based on the old district boundaries, the grant coverage would have been 71% (not allowing for double counting, which would bring this percentage down further)
	BUSAC develops and implements effective tools for financial management and control, monitoring and evaluation as well as impact	All semi-annual, annual and audit reports were submitted as scheduled.	90%	100%	This measure will be achieved by the end of the programme. This is an activity indicator. BUSAC II management report complete compliance with timelines in their annual plans