

ANNEX 2

Core Grant Narrative Progress Report

Report period July-Dec, 2008

Contract Ref. No. 03/CORE/39/SEND

Contact Tel. No. 021716860

Organisation **SEND GHANA**

Report Date **December, 2008**

Report Prepared by : Benjamin & Shafiu
Addo Shaibu

Report Approved by: **Samuel Zan Akologo**

Signature & date

Signature & date _____

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Please do not write in green coloured sections; refer to notes at last page for explanations

1. Institutional/Organisation Development: Evidence of significant progress / change

What are major changes in the organisation's circumstances that are likely to have impacted your outputs over the period?

- Organisational structure / board / management team
- Strategy / planning / decision making / knowledge management
- Human resource issues
- Marketing / communication / public relations

Indicators	Baseline	Prior Period	Current Period	Cumulative
1. HR Management i) <i>Leadership</i> ii) <i>Core staff</i> iii) <i>Support staff</i>	Leadership: 1 CEO, 1 Country Director, 1 Program Co-ord., 2 Prog. Officers 1 Finance Manager	Leadership: 1 CEO, 1 Country Director, 1 Program Co- ord., 2 Prog. Officers 1 Finance Manager	Leadership: 1 CEO, 1 Country Director, 6 Prog. Officers 1 Finance Manager	Leadership: 1 CEO, 1 Country Director, 1 Program Co- ord., 6 Prog. Officers 2 Finance Manager
	Core Staff 1 CEO, 1 Country Director, 1 Program Co-ord., 1 Finance Manager 1 Communication Officer 2 Program Officers 3 Project Officers 4 Accounts officers 2 Admin Officers	Core Staff 1 CEO, 1 Country Director, 1 Program Co- ord., 1 Finance & Admin Manager 1 Communication Officer 2 Program Officers 3 Project Officers 4 Accounts officers 2 Admin Officers	Core Staff 1 CEO, 1 Country Director, 1 Program Co-ord., 1 Finance Manager 1 HR Manager 1 Communication Officer 6 Program Officers 3 Field Officers 5 Accounts Officers 4 Admin Officers	Core Staff 1 CEO, 1 Country Director, 1 Program Co- ord., 2 Finance Manager 1 HR Manager 2 Communication Officer 6 Program Officers 3 Field Officers 5 Accounts Officers 4 Admin Officers

	Support Staff 1 Accounts Clerk 2 Asst. Secretaries 2 Office Asst. 4 Operations Support Officer 3 Security Officers 2 Cleaners	Support Staff 1 Accounts Clerk 2 Asst. Secretaries 2 Office Asst. 4 Operations Support Officer 3 Security Officers 2 Cleaners	Supports Staff 1 Accounts Clerk 3 Asst. Secretaries 2 Office Asst. 6 Operations Support Officer 7 Security Officers 4 Cleaners	Supports Staff 1 Accounts Clerk 3 Asst. Secretaries 2 Office Asst. 6 Operations Support Officer 7 Security Officers 4 Cleaners
2. Governance				
i) <i>Board</i>	7 Women – 3 Men – 4	7 Women – 3 Men – 4	7 Women – 3 Men – 4	8 Women – 3 Men – 5
ii) <i>Committees</i> Senior Mgmt. Team Program Mgmt. Team	8 Men – 6 Women – 2 0 Men – 0 Women – 0	8 Men – 6 Women – 2 0 Men – 0 Women – 0	10 Men – 8 Women – 2 7 Men – 6 Women – 1	13 Men – 10 Women – 3 7 Men – 6 Women – 1
iii) <i>Documented board meetings</i>	8	8	1	9
iv) <i>Management meetings</i> -Senior Mgmt Mtg. -Program Mgmt Mtg.	5 0	5 0	1 1	6 1
v) <i>Staff meetings</i> (on Weekly Basis)	74	74	24	98
3. Systems and procedures <i>Financial management systems</i>				
i) <i>Budgeting</i>	Annual budgets prepared and bi-annually reviewed.	Annual budgets prepared and bi-annually reviewed.	Annual budgets prepared and quarterly reviewed.	• Annual budgets prepared and quarterly reviewed.
ii) <i>Accounting</i>	Computerised (I-Scala)Manual	Computerised (I-Scala)	System suspended as it does not suit the real need. Spreadsheet known being used. New system is being sought for.	Manual as well as computerised
iii) <i>Internal control</i>	Financial operating manual developed.	Weak. Due the small number of staff.	Financial operating manual developed and deployed. Training was conducted for the new staff.	Start from weak position. Now system in place and being tried for efficiency.
iv) <i>Financial reporting</i>	Prepared biannually	Prepared biannually	Prepared biannually	Prepared biannually
v) <i>External audit</i>	External audit exist	External audit exist	External audit exist	External audit exist
<i>Operational policies</i> vi) <i>HR policy</i>	Incorporated in Staff hand book	Incorporated in Staff hand book	Being detached and expanded into a separate doc.	Incorporated in Staff hand book. Being developed separately
vii) <i>Gender policy</i>	Exist and in use	Exist and in use	Exist and in use. Gender audit to be	Exist and in use

			carried out in the coming period.	
viii) <i>Conflict of interest policy</i>	Non Existent	Non Existent	Would consider at the next BOD meeting	Non existent but would be considered
ix) <i>Programme development policy</i>	Non Existent	Non Existent	Would consider at the next BOD meeting	Non existent but would be considered
x) <i>Procurement policy</i>	Non Existent	Non Existent	Would consider at the next BOD meeting	Non existent but would be considered
4. Funding base development <i>List long-term programmes(3yrs +)</i>	<ul style="list-style-type: none"> • GELAP • MDG Monitoring • ECLSPP • ECAMIC 	<ul style="list-style-type: none"> • GELAP • MDG Monitoring • ECLSPP • ECAMIC 	<ul style="list-style-type: none"> • GELAP • MDG Monitoring • ECLSPP • ECAMIC 	<ul style="list-style-type: none"> • GELAP • MDG Monitoring • ECLSPP • ECAMIC • TYSRC
<i>List short-term programme(1 year)</i>	<ul style="list-style-type: none"> • TYSRC 	<ul style="list-style-type: none"> • TYSRC 	-	<ul style="list-style-type: none"> • TYSRC
<i>Total dollar volume of programmes (USD)</i>	4,338,985	4,338,985	2,208,211	6,547,196
<i>Approved dollar volumes</i>	2,733,588	2,733,588	2,135,969	4,869,558
<i>Percentage overhead recovery</i>	146,480	0	0	146,480

2. Collaboration, coalitions and networking

Using the format below, list the most important organisations you collaborated with over the period. For each organisation, give an indication of the issues or themes you worked on, its status and the outcomes.

	Organisation /Coalition	Policy issue / theme / nature Starting / ongoing / ending	Outcome
Government - executive - judiciary - legislature	1. National Secretariat, Ghana School Feeding Programme; 2. Ministry of Finance and Economic Planning.	1. Ghana School Feeding Programme (GSFP): On-going 2. Aid Effectiveness: Ending	1. 2 nd phase of monitoring the GSFP Completed. 2. Successfully hosted the CSO Parallel Conference on Aid Effective
Coalition, network	1. Ghana Trade and Livelihoods Coalition (GTLC) 2. Ghana CSO MDG Campaign Coalition. 3. Coalition of NGOs in northern Ghana working on the GSFP.	1. Economic Partnership Agreements (EPAs): On-going 2. Millennium Development Goals (MDGs): On-going 3. GSFP: On-going	1. Increased public awareness of the negative impact of the EPAs on local small holder production. This was done through community sensitisation workshops in 5 districts including Dangbe East, KEEA, Kassena Nankana, East Gonja and Nadowli. on the potential impacts of the EPA and the ECOWAS trade liberalisation scheme. 2. Successfully completed monitoring Ghana's efforts on the MDGs in three pilot districts, namely; Bongo, Afram Plains and Komenda-Edina-Eguafo-Abrem (KEEA). 3. Broadened stakeholder involvement in the GSFP. This was done by facilitating a multi stakeholder workshop on the GSFP in 2008 dubbed October Fair. The workshop brought together

			participants drawn from both CSOs, government institutions and the private sector to learn and share experiences on the GSFP
Peers CBOs	37 district based NGOs	GSFP: On-going	Increased public awareness of the GSFP and its inherent opportunities for local producers in 37 districts
Donor agencies	DFID, Christian Aid, CORDAID	Grassroots Economic Literacy and Advocacy Programme (GELAP): On-going	Increased citizen's participation in local governance. Through the policy dialogue component of the Participatory Monitoring and Evaluation framework of GELAP, members of the District Monitoring Committees (DHMCs) who are citizens in their own right engaged district assembly officials on their monitoring findings of the implementation of the GSFP in 37 districts. Each DHMC is made up of 11 persons representing diverse groups including women groups, farmers association, youth group, traditional authority and persons with disability.
DA (please indicate district)	Focal NGOs in 37 districts	GELAP	Increased citizen's participation in local governance
Private Sector			

3. National pro-poor policies

Identified Policy Issue	Research activities in relation to the identified policy area	What are the policy gaps identified from the research conducted	What is your organisations position on these issues supported by your research	What policy alternatives do you propose and how do you hope to achieve this policy change
MDGs	Participatory Monitoring	The scope and quality of delivery	At current pace of implementation,	Efforts should be made at deepening the quality and

	and Evaluation (PM&E)	of social service are not expansive enough.	very few MDG targets are likely to be achieved by 2015	expanding the scope of social services. To this end, SEND-Ghana as a technical secretariat of the Ghana Civil Society MDG Campaign Coalition, has distributed the findings of its PM&E study to the leaders of the various platforms for advocacy.
GSFP	PM&E	Weak coordination among decentralised departments of education, health, food and agriculture at the district level.	There is the need to strengthen the governance structures of the programme at the district level.	Increased education on the programme for stakeholders to know their roles and duties. To this end SEND-Ghana recommends an intensified policy education on the GSFP for stakeholders from the various collaborating institutions.
NHIS	PM&E	Yet to start		
Capitation Grant	PM&E	Yet to start		
Northern Development Fund	PM&E	Yet to start		

4. Success Story

Briefly describe your organisation's landmark achievement this period

1. Successful hosting of the CSO Parallel Conference on AID Effectiveness
2. Successful hosting of the 'October Fair'. The October Fair is a meeting of Ghanaian – Dutch CSOs working on the GSFP. Over fifty CSOs from Ghana and the Netherlands participated in the event.
3. Establishment of Regional Participatory and Evaluation Networks in the three northern regions and Greater Accra.

5. Stakeholder Perception

How has the credibility and legitimacy of RAOs changed in the eyes of GoG and the Ghana public? What is your interpretation? Is there a reference to this evidence of change?

RAOs have gained more credibility and legitimacy in Ghana. Now GoG, by its actions, recognises CSOs as partners in Development. CSOs are welcome at almost all major events in the country. Examples include; the Third High Level Forum on Aid Effectiveness and UNCTAD XII. The role of CSOs in the recent presidential and parliamentary elections is another example. To ensure effective transfer of power from one party to another, a civil society organisation has developed a transitional bill which, although yet to be passed into an act, has served as a useful reference point for current transitional team.

6. What is your perception on the general policy making environment in Ghana

Increasingly the process of policy formulation in Ghana is becoming an all inclusive development exercise with the participation of civil society. The result is that the intent and purpose of policies tend to embrace a broader spectrum of Ghana's aspiration aimed at attaining middle income status by 2015. The GPRS 1&2

are examples. The emerging culture, whereby the views of civil society are taken on board in policy formulation, has been necessitated by Ghana's burgeoning democratic culture. The major challenge, however, is the lack of continuity in programme/policy formulation as brought about by a change of government. Also Ghana's policy direction is usually at the behest of the international development community, although, country ownership is being encouraged in line with the Paris Declaration. Lately citizens' demand for accountability and fair share in national resources is reorienting the direction of policy formulation in Ghana. However, one of the main challenges facing RAOs in the current policy environment is the poor access to information.

7. Grant and report related issues

7.1 What issues do you wish to raise relating to the Grant or to G-RAP management?

7.2 What parts of the report are confidential or cannot be shared without prior consent?

G-rap Narrative Progress Report

80801

Notes on narrative reporting

In addition to this narrative report, G-rap accepts grantee organisation's own annual report, on the assumption that these reports show a relationship between annual workplans, budgets and outputs of these organisations and – if possible – impact.

G-rap however monitors a number of indicators that a Grantee's annual report may not always focus on and have designed a simple narrative reporting format to gather this data. This gives the programme managers a quick overview of progress against workplan of each grantee and of significant results in a number of relevant areas relating to the Logical Framework and objectives of the Programme.

G-rap intends to minimize Grantee's time investments in reporting, hence this concise format. Nonetheless, additional documentation can be annexed to the report for more detail.

Narrative reporting is a bi-annual contractual requirement. The deadline for report submission is four weeks after the end of the reporting period.

Completed reports need to be submitted in signed hard copy (2 signatures), as well as in electronic format using MS-Word 2003 compatible software (to: info.grap.ghana@gmail.com).