

## ANNEX 2

### Core Grant Narrative Progress Report

Report period Jan-Jun., 2009

Contract Ref. No. 03/CORE/39/SEND  
Contact Tel. No. 021716860

Organisation **SEND-GHANA**  
Report Date **June, 2009**

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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
<b>1. HR Management</b> i) <i>Leadership</i> ii) <i>Core staff</i> iii) <i>Support staff</i>	<b>Leadership:</b> 1 CEO, 1 Country Director, 1 Program Co-ord., 2 Prog. Officers 1 Finance Manager	<b>Leadership:</b> 1 CEO, 1 Country Director, 6 Prog. Officers 1 Finance Manager	<b>Leadership:</b> 1 CEO, 1 Country Director, 6 Prog. Officers 1 Finance Manager	<b>Leadership:</b> 1 CEO, 1 Country Director, 1 Program Co-ord., 6 Prog. Officers 2 Finance Manager
	<b>Core Staff</b> 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	<b>Core Staff</b> 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	<b>Core Staff</b> 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 3 Project Officers	<b>Core Staff</b> 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 3 Project Officers

	<b>Support Staff</b> 1 Accounts Clerk 2 Asst. Secretaries 2 Office Asst. 4 Operations Support Officer 3 Security Officers 2 Cleaners	<b>Supports Staff</b> 1 Accounts Clerk 3 Asst. Secretaries 2 Office Asst. 6 Operations Support Officer 7 Security Officers 4 Cleaners	<b>Supports Staff</b> 1 Accounts Clerk 3 Asst. Secretaries 2 Office Asst. 6 Operations Support Officer 7 Security Officers 4 Cleaners	<b>Supports Staff</b> 1 Accounts Clerk 3 Asst. Secretaries 2 Office Asst. 6 Operations Support Officer 7 Security Officers 4 Cleaners
<b>2. Governance</b>				
i) <i>Board</i>	<b>7</b> Women – 3 Men – 4	<b>7</b> Women – 3 Men – 4	<b>7</b> Women – 3 Men – 4	<b>8</b> Women – 3 Men – 5
ii) <i>Committees</i> Senior Mgmt. Team  Program Mgmt. Team	<b>8</b> Men – 6 Women – 2  0 Men – 0 Women – 0	<b>10</b> Men – 8 Women – 2  <b>7</b> Men – 6 Women – 1	<b>10</b> Men – 8 Women – 2  <b>7</b> Men – 6 Women – 1	<b>13</b> Men – 10 Women – 3  7 Men – 6 Women – 1
iii) <i>Documented board meetings</i>	8	1	0	9
iv) <i>Management meetings</i> -Senior Mgmt Mtg. -Program Mgmt Mtg.	5 0	1 1	1 2	6 1
v) <i>Staff meetings</i> (on Weekly Basis)	74	24	25	123
<b>3. Systems and procedures</b> <i>Financial management systems</i>				
i) <i>Budgeting</i>	Annual budgets prepared and bi-annually reviewed.	Annual budgets prepared and quarterly reviewed.	Annual budgets prepared and quarterly reviewed.	• Annual budgets prepared and quarterly reviewed.
ii) <i>Accounting</i>	Computerised (I-Scala)/Manual	System suspended as it does not suit the real need. Spreadsheet now being used. New system is being sought for.	Accounting system still being reviewed.	Manual as well as computerised
iii) <i>Internal control</i>	Financial operating manual developed.	Financial operating manual developed and deployed. Training was conducted for the new staff.	Application of the new financial operating manual being reviewed with the trained 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 conducted	External audit exist
<i>Operational policies</i> vi) <i>HR policy</i>	Incorporated in Staff hand book	Being detached and expanded into a separate doc.	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. Gender audit to be carried out in the	Gender monitoring in progress but audit not yet	Exist and in use

		coming period.	carried out.	
viii) <i>Conflict of interest policy</i>	Non Existent	Would consider at the next BOD meeting	Not yet considered. The BOD did not meet this period.	Non existent but would be considered
ix) <i>Programme development policy</i>	Exist and in use	Strategic Plan Developed	Strategic Plan in use	Strategic Plan in 2007 for 2008 – 2012
x) <i>Procurement policy</i>	None	None	Now existent and in use	Existent
<b>4. Funding base development</b> <i>List long-term programmes(3yrs +)</i>	<ul style="list-style-type: none"> <li>GELAP</li> <li>MDG Monitoring</li> <li>ECLSPP</li> <li>ECAMIC</li> </ul>	<ul style="list-style-type: none"> <li>GELAP</li> <li>MDG Monitoring</li> <li>ECLSPP</li> <li>ECAMIC</li> </ul>	<ul style="list-style-type: none"> <li>GELAP</li> <li>MDG Monitoring</li> <li>ECLSPP</li> <li>ECAMIC</li> <li>GTF</li> <li>School Feeding (GSFP)</li> </ul>	<ul style="list-style-type: none"> <li>GELAP</li> <li>MDG Monitoring</li> <li>ECLSPP</li> <li>ECAMIC</li> <li>TYSRC</li> <li>GTF</li> <li>School Feeding (GSFP)</li> </ul>
<i>List short-term programme(1 year)</i>	<ul style="list-style-type: none"> <li>TYSRC</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Climate Change monitoring</li> <li>AEF Bridging Phase</li> <li>CSO Platform on GSFP</li> </ul>	<ul style="list-style-type: none"> <li>TYSRC</li> <li>October Fair (CSO Platform on GSFP)</li> <li>AEF Bridging Phase</li> </ul>
<i>Total dollar volume of programmes (USD)</i>	4,338,985	2,208,211	1,345,209	6,676,683
<i>Approved dollar volumes</i>	2,733,588	2,135,969	107,143	7,892,404
<i>Percentage overhead recovery</i>	146,480	0	15,500	161,980

## 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
<b>Government</b> - executive - judiciary - legislature	1. National Secretariat, Ghana School Feeding Programme	1.1 Ghana School Feeding Programme (GSFP): On-going	1.1. 2nd participatory monitoring and evaluation (PM&E) report on the GSFP titled “Challenges of Institutional Collaboration” published and launched. The report assessed the state of complementary services in the GSFP. The findings of the report were used extensively by the media as the basis for phone-in discussions on the GSFP.

	2. Ministry of Local Government and Rural Development	2. 1. National Policy Dialogue on GSFP	<p>2.1.1 Successfully organised a national policy dialogue on the GSFP which brought together state and non-state actors to deliberate on the key challenges facing the GSFP and find ways of addressing them.</p> <p>2.1.2 Held bilateral meeting with the Minister of Local Government and Rural Development to discuss joint organisation of policy dialogue.</p> <p>2.1.3 Secured the commitment of the Minister of Local Government and Rural Development to improve the state of complementary services in the GSFP.</p>
	3. Ministry of Finance and Economic Planning.	3.1. Aid Effectiveness: On-going	<p>3.1.1. Revived stakeholder interest and participation in the Ghana Aid Effectiveness Forum after the CSO parallel conference on Aid Effectiveness in Accra, Ghana.</p> <p>3.1.2. Completed the mapping of Ghana's Aid architecture; and in the process of undertaking capacity assessment of the various platforms of the Forum.</p>
	4. National Health Insurance Authority.	4.1 National Health Insurance: On-going	<p>4.1.1. Built capacity of programme staff on the NHIS. (Act 650).</p> <p>4.1.2. Assessment instruments for the participatory monitoring and evaluation of the NHIS developed.</p> <p>4.1.3. Strategic partnership of collaboration for monitoring the scheme developed with the Health Department of the National Catholic Secretariat.</p>
<b>Coalition, network</b>	1.Ghana Trade and Livelihoods Coalition (GTLC)	1.1. Trade Liberalisation: On-going	<p>1.1.1. First PM&amp;E report on the implications of trade liberalisation on small scale producers published and launched.</p> <p>1.1.2. Built capacity of local farmers to lobby policy makers (national and international) to be sensitive to the potential effects of the EPAs on their livelihood security. One such farmer from the East Gonja district was supported by SEND/ FIAN to lobby EU parliamentarians in Germany and the Netherlands.</p>

	2. Ghana CSO MDG Campaign Coalition	2.1 Millennium Development Goals (MDGs): On-going	<p>1.1.3. Under the auspices of GRASP, lobbied the AU Commissioner for Agriculture and Rural Development in Ethiopia to influence African governments to increase budgetary allocation to the agricultural sector.</p> <p>1.1.4. Secured the commitment of the Northern Rural Development Programme and district assemblies such as Nadowli, East Gonja, Dangbe East to address the production needs of women farmers.</p> <p>2.1.1 Published and launched a participatory monitoring and evaluation report on Ghana's progress on the MDGs. Reports has been distributed to the various platforms of the Ghana CSO MDG Campaign Coalition to support advocacy.</p> <p>2.1.2. Resulting from advocacy efforts on the MDG report, the Bongo District Assembly has put in place measures to improve the quality of education. These include: the construction of new classroom block with disability friendly features; recruitment of untrained teachers as a stopgap measure to address low teacher: pupil ratio; and enforcement of disciplinary actions against absentee and drunk-teachers.</p>
	3. Coalition of NGOs in northern Ghana working on the GSFP	3.1. GSFP: On-going	<p>3.1.1. Mobilised civil society in northern Ghana to actively participate in the GSFP; and collaborate with state officials to addressing practical needs of the schools covered by the GSFP.</p> <p>3.1.2 Held policy dialogue meeting with state and non-state actors on the energy needs of the GSFP.</p> <p>3.1.3. Held a policy dialogue meeting on linking local production to the GSFP.</p>
<b>Peers CBOs</b>	50 district based NGOs	Participatory Monitoring and Evaluation (PM&E)	Built the capacity of 50 district-based NGOs (RAOs) on the use of the participatory monitoring and evaluation framework of SEND.

<b>Donor agencies</b>	DFID, Christian Aid, CORDAID, IBIS West Africa, SNV, SIGN-NL	Grassroots Economic Literacy and Advocacy Programme (GELAP): On-going	Contributed to sensitising ordinary citizens on the GSFP to accomplish the following objectives, namely: 1. To build the capacity of citizens to provide regular feedback on the implementation of GSFP to state officials to improve programme performance. 2. To enable ordinary citizens to hold state officials responsible for the GSFP accountable to ensure that the programme is implemented according to initial design to benefit the poor.
<b>DA (please indicate district)</b>	50 District Assemblies (All the 20 district assemblies in the Northern region; All the 18 districts in the Upper East and West regions; and 12 districts and sub-metros in the Greater Accra region)	GELAP	Signed Memorandum of Understanding (MoU) with District Assemblies to support the participatory monitoring and evaluation of the implementation of pro-poor programmes such as GSFP, Capitation Grant, NHIS etc in the respective districts.
<b>Private Sector</b>			

### 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
GSFP	Participatory Monitoring and Evaluation (PM&E)	Weak institutional collaboration among government ministries, departments and agencies expected to support the	There is the need to strengthen collaboration between the GSFP, MMDAs, collaborative ministries and other non-state	1. Effective involvement of key stakeholders in the development of annual plans and related strategies of the GSFP.

		GSFP. This has affected the provision of services necessary to achieve the objectives of the GSFP	stakeholders.	<p>2. Redefine the roles of stakeholders especially MOFA in relation to the sourcing of locally produced food for the GSFP.</p> <p>3. MMDAs and collaborative decentralised directorates should prioritise GSFP schools as model schools in the various districts for the provision of necessary services.</p>
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#### 4. Success Story

##### Briefly describe your organisation's landmark achievement this period

1. Published and launched three participatory monitoring and evaluation reports. These include the following: "Free Trade, Small Scale Production and Poverty"; "Ghana Civil Society MDG Monitoring Report"; and "Challenges of Institutional Collaboration: an assessment of the state of complementary services in the GSFP".
2. Organised the second national policy dialogue on the GSFP in collaboration with the Ministry of Local Government and Rural Development (MLGRD). The Ministers of Local Government and Rural Development, and Women and Children Affairs actively participated in the dialogue and committed themselves to working with civil society to address the challenges facing the GSFP to ensure its relevance and sustainability. The NEPAD secretariat of the AU also participated and openly acknowledged the value of the recent report card on the GSFP.

#### 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. One practical example is the recent national policy dialogue on the GSFP where government collaborated with SEND to initiate, plan and organise the event. Also, governmental MDAs participate and provide feedback on PM&E findings during the launch of SEND-Ghana's participatory monitoring and evaluation reports which hitherto was not the case. This constitutes an improvement in the level of recognition of the work of civil society in development. The National Development Planning Commission included SEND-Ghana in the review process of the draft national monitoring and evaluation manual for MDAs in Ghana. This and other past activities such as the active participation of civil society (in its own rights) in the Third High Level Forum on Aid Effectiveness and UNCTAD XII can be cited as examples of improved credibility and legitimacy of civil society in Ghana. Ghana's Development Partners (DPs) involved SEND in the recent review of the Ghana Joint Assistance Strategy (G-JAS).

## **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?**

Not applicable this reporting season.

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

Not applicable this reporting season.

# G-rap Narrative Progress Report

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## 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](mailto:info.grap.ghana@gmail.com)).