

ANNEX 2

Core Grant Narrative Progress Report Report period June 2009

Contract Ref. No. _____ Organisation The Ark Foundation, Gh.
 Contact Tel. No. 021 511610 Report Date 18th Dec, 2009

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Signature & date _____

Report Approved by _____

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>	Jan-June 2008 The Ark had a five-member Leadership and Management Team (LMT) including the Executive Director. The LMT assists the executive Director in the management of the organization	June to Dec. 2008 The LMT remained the same as the baseline period consisting of four females and a male.	June-Dec. 2009 A member of the leadership and management team (The Director of programs) has taken a one-year leave of absence to complete her Masters' degree program in South Africa	The Organizational Capacity Building and Learning Coordinator has been currently engaged to act for a year as the Acting Director of Programs.
ii) <i>Core staff</i> iii) <i>Support</i>				

<p><i>staff</i></p>	<p>There are in all 19 core staff and 10 volunteers and interns. Six staff members are in management positions, there are also five professional volunteers, three social workers, two administrative assistants etc.</p>	<p>Staffing remained the same as the baseline period.</p>	<p>The cutting down in the numbers of volunteers has improved efficiency. Staff are multi-tasked and engaged in more than one coordinating activity.</p> <p>Unfortunately, one staff member did not recover from an ailment and died during this reporting period.</p>	<p>The total number of staff is 18. There are three volunteers who assist core staff in the implementation of programmes.</p>
<p>2. Governance</p> <p>i) <i>Board</i></p> <p>ii) <i>Committees</i></p> <p>iii) <i>Documented board meetings</i></p> <p>iv) <i>Staff meetings</i></p>	<p>The organisation was governed by a four member board. The Board is expected to meet three times in a year. A Board meeting was organized within this period and two management team meetings were also held. One of the members on the Board left the board for an appointment in the United</p>	<p>Prior period remained the same as the baseline period. Another board meeting was held during this period and four management team meetings were also held.</p>	<p>One board meeting was held during this reporting period. Amongst the discussions were the reconstitution of a new set of Board members as the tenure of the old members had expired. Proposal for the Ark to engage in a restructuring exercise for the purposes of strategic planning for the Organisation.</p> <p>Three staff were given some support</p>	<p>A three year strategic plan for 2010-2013 has been drawn up. As per the restructuring exercise, the two broad programs of The Ark has been changed from:</p> <p>(1)The Women's law and Human Rights Institute to Capacity building & Advocacy Program</p> <p>(2) The</p>

	Kingdom		for external training.	<p>Support to Survivor's of Gender Based Violence and Child Abuse Program has been changed to The Anti-Violence Program.</p> <p>The cross cutting units supporting the two broad programs are now the Human Resources Unit, Administration unit and the Resources Mobilization Unit.</p> <p>Board meetings, LMT meetings and staff meetings are all documented for management information and easy retrieval. Four LMT meetings were held.</p>
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<p>3. Systems and procedures Financial management systems i) <i>Budgeting</i></p>	<p>The Ark was guided by its 5year budgeted strategic plan (2006-2010). However, in its 2008 annual planning of programs the total budget for the organization was \$ 809,001.62 . The amount approved by donors was \$397,957.53</p>	<p>Prior period remained the same as the baseline period. Programs and activities planned at the beginning of every year were budgeted for by the Finance Team. The amount spent on the budget within this period was \$326,033.5</p>	<p>Total working budget for the organisation was \$1,080,652</p>	<p>The organization implemented projects and activities according to plan.</p>
<p>ii) <i>Accounting</i> iii) <i>Internal control</i></p>	<p>An accounting manual is in place specifying all the accounting and internal control procedures.</p>	<p>Prior period remained same as the baseline period.</p>	<p>Management reports were prepared for management decisions and planning.</p>	<p>The Internal control procedures facilitate transparency in all accounting proceedings and ensure accountability in the expenditure and disbursement of funds.</p>
<p>iv) <i>Financial reporting</i> v) <i>External audit</i></p>	<p>Financial reports were prepared quarterly, bi-</p>	<p>Baseline period remained the same as</p>	<p>An accounting software expert has been contacted to</p>	<p>The Software is envisaged to help</p>

	<p>annually and yearly depending on donors contract agreements. However, internal Financial reports were submitted to the Executive Director and project coordinators for planning and decision-making.</p>	<p>prior period. Also, there were three visits by auditors from three of our donors.</p>	<p>install an accounting Software</p>	<p>ensure timeliness in the preparation and submission of financial reports for both internal and external purposes.</p>
<p><i>Operational policies</i> vi) <i>HR policy</i> vii) <i>Gender policy</i> viii) <i>Conflict of interest policy</i></p>	<p>The Ark has an administrative policy and a manual of policies and procedures which contains conflict of interest, sexual harassment, gender policy and other necessary provisions.</p>	<p>An operational Human Resource Strategy Document, specifying plan of action for human resource needs was drafted. There was also a draft manual on HIV/AIDS workplace policy.</p>	<p>The current operational policy for the organization is “earn your keep”. By this policy, staff are required to generate the funds needed to run programs and pay their monthly salaries. This policy has come about as a result of the restructuring exercise and the issue of the organisation determined to</p>	<p>All programs and cross cutting units are working towards their various resource Mobilization plans.</p> <p>The draft manual on HIV/AIDS workplace policy has been adopted</p>

			find creative ways of raising funds for sustainability purposes.	
ix) <i>Programme development policy</i>	<p><u>Program Development</u></p> <p>A fund development committee was in place to develop Programs/projects and also responded to 'call for proposals'. The committee was guided by the outcome of The Ark's 2007 fund development event.</p>	<p>The Fund development committee continued to work to develop programs and submitted proposals to donor organizations</p>	<p>Telecommunication Institutions were contacted for support. Four proposals have been submitted to donor organizations both locally and internationally. A documentary on The Ark is being aired on various TV stations as a fundraising activity where the general public are invited to text to a short code to support our work.</p> <p>Following the ideas collated at the Fund development event The Ark</p>	<p>The Ark is being guided by the Resource Mobilization Strategies of the various programs and units in The Ark for financial sustainability.</p> <p>Communica</p>

			has undertaken a communication strategy to enhance the public relations image of the Ark	tion materials like posters, letter heads, logo etc. of The Ark has been re-designed to enhance its image.
<i>Procurement policy</i>	The Organization has set up a five-member procurement team that is responsible to undertake processes that ensure good value for monies used in purchasing all items needed for the implementation of projects and activities. The committee's work is also guided by donor procurement requirements	Prior period remained the same as baseline period.	A procurement policy has been drafted.	The procurement policy has been adopted and in use.
5. funding base	Long term	Long term	Long term	

<p>development <i>List long-term programmes(3yrs +) List short-term programme(1 year)</i> <i>Total dollar volume of programmes</i> <i>Approved dollar volumes</i> <i>Percentage overhead recovery</i></p>	<p>a. Support to Survivor's program:</p> <p><i>Total dollar volume of programs was 550,000. Approved dollar volume of programs was 550,000 and the percentage overhead recovery was 22.2%.</i></p>	<p>Support to Survivor's program:</p> <p>Prior period remained the same as baseline period. The percentage overhead recovery was 33.07%</p>	<p>Support to Survivor's program:</p> <p>Current period remained the same as prior period. The percentage overhead recovery was 32.25%</p>	
	<p>b. Women's Leadership & Human Rights program.</p> <p>Women's Leadership & Human Rights program: <i>Total dollar volume of programs was 19,260. Approved dollar volume of programs was 3,000 and the percentage</i></p>	<p>Women's Leadership & Human Rights program:</p> <p>Prior period remained the same as baseline period</p>	<p>Women's Leadership & Human Rights program</p> <p>Current period remained the same as prior period.</p>	

	<i>overhead recovery was nil</i>			
	<p>c. Community Awareness campaign against Sexual Assault:</p> <p><i>Total dollar volume of programs was 2,983. Approved dollar volume of programs was 2,983 and the percentage overhead</i></p>	<p>Community Awareness campaign against Sexual Assault</p> <p>Prior period remained the same as baseline period</p>	<p>Community Awareness campaign against Sexual Assault:</p> <p>Current period remained the same as prior period.</p>	
	<p><i>recovery was 15%</i></p> <p>d. National Advocacy Project(NAP)</p> <p><i>Total dollar volume of programs was 142,857 Approved dollar volume of programs was 142,857</i></p>	<p>National Advocacy Project(NA P)</p> <p>Prior period remained the same as baseline period</p>	<p>National Advocacy Project(NAP):</p> <p>Current period remained the same as prior period.</p>	

	<p><i>and the percentage overhead recovery was 7%</i></p>			
	<p>e. Organizational Capacity building and learning Project.</p> <p><i>Total dollar volume of programs was 100,000. Approved dollar volume of programs was 50,000 and the percentage overhead recovery was 28%</i></p>	<p>e. Organizational Capacity building and learning Project.</p> <p>Prior period remained the same as baseline period</p>	<p>e. Organizational Capacity building and learning Project:</p> <p>Current period remained the same as prior period.</p>	
	<p>f. Women's Collective and HIV/AIDS program</p> <p><i>Total dollar volume of programs was 66,600. Approved dollar</i></p>	<p>f. Women's Collective and HIV program</p> <p>Prior period remained the same as baseline period</p>	<p>Women's Collective and HIV program</p> <p>Current period remained the same as prior period.</p>	

	<i>volume of programs was 66,600 and the</i>			
	<i>percentage overhead recovery was 55%</i>			
	Short term	Short term	Short term	
	a. Mentoring & Scholarship programs for Girls':	Mentoring & Scholarship programs for Girls':	Mentoring & Scholarship programs for Girls':	
	<i>Total dollar volume of</i>	Prior period remained the same as	Current period remained the same as prior	

	<p>programs was 52,907. Approved dollar volume of programs was 52,907 and the percentage overhead was 12%</p>	<p>baseline period</p>	<p>period.</p>	
	<p>b. Church Anti-violence project: Total dollar volume of programs was 4,443, approved dollar volume of programs was 4,443 and the percentage overhead recovery was 22%</p>	<p>Church Anti-violence project Prior period remained the same as baseline period.</p>	<p>Church Anti-violence project: Current period remained the same as prior period.</p>	
	<p>c. Interagency Advocacy Project: Project: Total dollar volume of programs was 200,000. Approved dollar volume of programs was 200,000 and the percentage overhead recovery was 1%</p>	<p>Interagency Advocacy Project Prior period remained the same as baseline period.</p>	<p>Interagency Advocacy Project: Current period remained the same as prior period.</p>	

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	DOVVSU, CSOs, MOWAC, Parliamentarians, Government.	Collaborated with DOVVSU by referring clients whose cases needed the intervention of Police. Also, during the 16 days of activism against gender violence, there was a partnership building visit by The Ark. The purpose was for the sharing of experiences and identification of areas for further partnership	Strengthening of networks and work relations
Coalition, network	NETRIGHT, DV Coalition, WILDAF	Collaborated with network partners on the promotion of women's human rights. We also participated in consultative meetings concerning government legislations on the exploration of oil and gas in Ghana	Human rights issues have been sufficiently addressed through media talks shows and crisis intervention services. Also, in relation to consultative meetings on oil and gas- a communiqué has been drafted and disseminated to relevant agencies, media, ministries, departments and Government.
Peers CBOs	RADNET (Rights And Development Network of East Akyem district initiated by The Ark under its RAVI/REAP project worked with 10 CBO's.	Through RADNET The Ark continues its anti-violence advocacy at local governance level in the Eastern Region.	The relationships created enabled The Ark to continue to publicise its programs and receive community support for our community sensitization campaigns.

Donor agencies	ACTIONAID	To develop a guideline or protocol for responding to victims of Violence Against Women (VAW) and Child abuse in the church	The draft guidelines on VAW and Child abuse in the church is being pre-tested with some selected churches. A validation meeting will be held with the leadership of the selected churches to acquire the final version of the guideline.
	G-RAP	Funding for Organizational development and capacity building of staff.	Improved staff motivation
	CORDAID	Funding for the Support to survivor's program.	Increase in clients seeking help.
	AWDF	Funding for Organizational development and capacity building of staff.	Improved staff motivation

	WOMANKIND	Support for the Women's Leadership and Human Rights program	Capacity of young women leaders built.
DA (please indicate district)			
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

<p>The State's preparedness to implement the DV Act.</p>	<p>Second phase of the monitoring research was conducted in Greater Accra, Ashanti and Northern Regions.</p> <p>Research activities included</p> <p>Monitoring through observation and interviews, the handling of complaints by DOVVSU, DSW, Courts & Health Institutions in terms of promptness, expressions of prejudice or disrespect, thoroughness in recording details and general level of cooperation with complaints. This was to ascertain the level of impact of the monitoring exercise on the implementation of the Domestic Violence Act.</p>	<p>The second phase of the research focused on identifying the level of improvement in logistics by all the four institutions previously monitored.</p>	<p>The organization seeks to identify the challenges involved in implementing the DV Act.</p>	<p>The findings of The monitoring exercise will be Published into Policy Advocacy briefs and Disseminated to Governments, Departments, Agencies, Ministries, Civil Society organizations, Stakeholders etc to be updated with the status of the implementation of the DV law.</p>
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	<p>Monitored the administration of trials of cases of VAW/DV</p> <p>Monitored inter-agency work, referrals and cooperation between these agencies.</p>			
<p>2. Churches response to Domestic violence.</p>	<p>The Ark uses the outcomes of its community work: durbars, street campaigns, market outreaches, community campaigns as research activities.</p>	<p>The policy gaps identified was the lack of laid down structures in the churches for handling cases on Domestic Violence and Violence Against Women.</p>	<p>After leading the process of drafting of guidelines on DV/VAW, the document is yet to be pre-tested and validated by the leadership of some selected churches before the final document is printed</p>	<p>The Ark hopes to present the final document to Church Councils in Ghana for adoption. The document will finally be launched in July.</p>

<p>3. Capacity building on Women's Leadership</p>	<p>The Ark falls on its data for responding to Survivors' of Gender based violence and its track on social issues to develop training modules for training young women leaders from civil society organizations, tertiary institutions and various women groups.</p>	<p>Policy gaps identified: To assess the content and relevance of training topics, facilitation and workshop dynamics through the 5th Annual Alumae Conference organized in November, 2009 at the Institute of Local Government</p>	<p>The position of The Ark was to ascertain the impact of our gender equality work with young women in different areas of their lives: socially, politically, Socio-culturally, economically etc.</p>	<p>Participants' evaluation forms indicated that: there was an improved method for monitoring alumae contributions to women's empowerment and gender equality work.</p>
<p>4. Women's Rights Organizations strategy building</p>	<p>In our experience with donor agencies and various discussions at network meetings it has become evident that there is donor fatigue.</p>	<p>Women's Rights Organisations (WRO's) do not have a collaborated front to access big funding</p>	<p>The Ark in collaboration with WRO's are considering the setting up of a secretariat/a fund to enable them access bigger funds or engage in income generating activities</p>	<p>The Ark together with WROs will engage in a lot of meetings and consultations to see how best to set up the fund /secretariat to support services delivery to clients.</p>

<p>5. The link between HIV/AIDS and VAW amongst women collectives and tertiary students.</p>	<p>The Ark in collaboration with CEGENSA is undertaking a research in the form of structured questionnaires and focus group discussions to identify the link between HIV/AIDS and Violence Against Women amongst tertiary students and some selected communities in the Eastern Region</p>	<p>There is lack of coordination among government sponsored agencies and NGO's working in the area of HIV/AIDS.</p> <p>There is also the absence of a comprehensive intervention to address stigmatisation regarding the People Living With HIV/AIDS.</p>	<p>Our position is to assess the understanding of participants on HIV/AIDS in the community and to address the symptoms and myths surrounding HIV/AIDS in the community.</p>	<p>There should be coordination among service providers and also the interventions available should take into account the needs of various groups of people living with HIV/AIDS ie. (those in the rural/urban, the old/young).</p> <p>The Ark hopes to assess the interventions made by government and NGO's and address the gaps.</p>
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6. Success Story

The Ark started operating from the Executive Director's backyard, then moved on to a rented property and now operating from our own premises is a big success for us. The Ark celebrated 10years of existence this year. After being in existence for ten years; our work is still relevant in society and is currently the only organization running the only shelter for abused women in Ghana.

The Ark through the sponsorship of a reputable telecommunication organisation has been able to produce its first documentary on the work it does in promoting and protecting the human rights of women and children. Thankfully, the documentary which is also being used as a fundraising strategy is being aired at no cost by some television stations and the general public are invited to text and support our work. We are hopeful that the publicity that The Ark is getting through this documentary will go a long way to expand our scope and reach of the most vulnerable groups in our society.

7. 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?

Honesty and transparency on the part of Civil Society Organizations (CSO's) regarding who they represent and to whom they are accountable are critical factors for establishing and maintaining CSO legitimacy and credibility. Government recognizes that the work of research and advocacy organizations cannot be ignored and frequently asks for and relies on research reports by CSO's. For example: legislative proposals submitted by CSO's to the attorney generals department contribute to changes in government initiatives. Civil society practitioners and their organizations, alliances, and networks are rigorous in identifying and communicating who they represent and to whom they are accountable. CSOs are the participative, as opposed to the representative, aspect of democracy. They cannot claim to represent "the people" in the way that parliamentarians and democratic governments can. CSOs represent those who have mandated them to carry out their mission. This includes: donor organizations, memberships, constituencies, and Boards of Directors or overseers. Thus, within the democratic context, CSOs are accountable to those they can claim to represent and, conversely, CSOs represent those to whom they are accountable. CSOs cannot claim to represent causes.

Civil society activists and organizations do have full citizen rights, as the participatory component of democracy, to champion values, issues, and causes and to propose solutions to problems that affect citizens. While they cannot claim to represent issues, beliefs, peoples, or causes in general, CSOs working to democratize governance can capture and reflect the voices of the disadvantaged and marginalized and of those who are not represented or are under-represented.

8. general policy making environment in Ghana

The general policy making environment is not so bad. The policy leverage of NGO's and/or research organisations comes in different forms. It can be through the impact of their research and advocacy, which if effective acts either as a constraint on government policy or helps to broaden political discourse for example: work of IDEG leading the Civic Forum Initiative of which The Ark is a member in addressing tensions between political parties during the last elections in Ghana. Think tanks sometimes have direct impact on government policies and their members often have strong personal links with government as a result, policy changes happen although their trickle down effect may be questionable since policy implementation is small on issues in Ghana to some extent especially on policy issues. Moreover, through their social work and development programmes NGOs are policy actors in their own right. Also the work of Women's Rights Organizations in terms of research, advocacy and service delivery to abused women brings on board information/data which influences policies and legislations.

9. Grant and report related issues

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

Activities scheduled during the reporting period were implemented as planned. The Ark has no issues relating to the grant or G-RAP management. We would notify G-RAP in the case of any concerns.

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

No part of the report is confidential. The Ark has no objection if G-RAP intends to share the contents with other groups.

