

ANNEX 2

Core Grant Narrative Progress Report Report period August 09- January 2010

Contract Ref. No. 03/Core/17/GII
 Contact Tel. No. 021-760884

Organisation Ghana Integrity Initiative
 Report Date 29th January 2010

Report Prepared by Linda Ofori-Kwafo
 Signature & date

Report Approved by Vitus Azeem
 Signature & date

29th January 2010

29th January, 2010

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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	Cur e
1. HR Management	3	3	3	3
i) <i>Leadership</i>	<ul style="list-style-type: none"> • Executive Secretary • Programmes manager • Business Development Manager 	<ul style="list-style-type: none"> • Executive Secretary • Programmes manager • Business Development Manager 	<ul style="list-style-type: none"> • Executive Secretary • Programmes manager • Finance/Administrative Manager 	
ii) <i>Core staff</i>	5	8	9	9
	<ul style="list-style-type: none"> • Executive Secretary • Programmes Manager • Business Dev't Manager • Senior Programmes/Research Officer • Assistant Programmes Officer 	<ul style="list-style-type: none"> • Executive Secretary • Programmes Manager • Business Dev't Manager • Senior Programmes/Research Officer • Assistant Programmes Officer • TISDA Coordinator • ALAC Coordinator • Accounts Officer 	<ul style="list-style-type: none"> • Executive Secretary • Programmes Manager • Finance/Administrative Manager • Senior Programmes/Research Officer • Assistant Programmes Officer • TISDA Coordinator • ALAC Coordinator • Accounts Officer • Programme Officer (ALAC) 	
iii) <i>Support</i>	5	7	7	7
	<ul style="list-style-type: none"> • Project Support Assistant • Administrative Assistant • General Service Assistant 	<ul style="list-style-type: none"> • Project Support Assistant • Administrative Assistant • General Service Assistant 	<ul style="list-style-type: none"> • Project Support Assistant • Administrative Assistant • General Service Assistant 	

<p><i>rt staff</i></p>	<ul style="list-style-type: none"> • National Service Personnel • Driver 	<ul style="list-style-type: none"> • National Service Personnel • Driver • Two part-time lawyers engaged as Legal Officers in June 2009 to support the implementation of the (ALAC) 	<ul style="list-style-type: none"> • Finance Assistant • Driver • Two part-time lawyers engaged as Legal Officers in June 2009 to support the implementation of the (ALAC)
<p>2. Governance</p> <p>i) <i>Board</i></p> <p>ii) <i>Commitees</i></p> <p>iii) <i>Docummented board meetings</i></p> <p>iv) <i>Management meetings</i></p> <p>v) <i>Staff meetings</i></p>	<p>6 Board Members</p> <p>Ad hoc Committees such as finance set as and when the need arises</p> <p>4 (the board meets quarterly)</p> <p>12 (Management meets weekly most of the times)</p> <p>6 (Staff meetings organised monthly)</p>	<p>7 Board Members</p> <p>ALAC Review Committee</p> <p>2</p> <p>12</p> <p>6</p>	<p>7 Board Members</p> <p>ALAC Review Committee</p> <p>3</p> <p>12</p> <p>6</p>
<p>3. Systems and procedures</p> <p><i>Financial management systems</i></p> <p>i) Budgeting [The Finance and Administrative Manager (FAM), who is also the Accountant, in collaboration with the Programmes Manager, prepares the global budget for the organization. This draft budget is discussed with the Executive Secretary who submits it to the Board of Directors for approval. The Board would usually approve it before the beginning of the budget year to enable implementation once the new year begins.]</p>	<p>Global budgets for the organisations projects, human resources, institutional etc budgets are prepared yearly</p> <p>Some donor specific budget for projects is prepared yearly, semi-annually and quarterly.</p>	<p>Global budgets for the organisations projects, human resources, institutional etc budgets are prepared yearly</p> <p>Some donor specific budget for projects is prepared yearly, semi-annually and quarterly.</p>	<p>Global budgets for the organisations projects, human resources, institutional etc budgets are prepared yearly</p> <p>Some donor specific budget for projects is prepared yearly, semi-annually and quarterly.</p>

<p>ii) Accounting GII uses the cash Basis of Accounting</p> <p>iii) Internal control [All requests for expenditures are verified by the FAM for consistency with the approved budget. The FAM recommends the expenditure to the Executive Secretary for approval. The ES then gives approval except in cases where the expenditure exceeds GH¢5,000.00 which has to be approved by the Board. The approval returns to the FAM for implementation, that is, procurement and payments. However, management constitutes a procurement body to decide on procurements. Cheques are signed by any two of the following: the Executive Secretary, the Programmes Manager and the Board Chair and two Board members. In addition, from time to time, the ES calls for the Accounting books and bank statements to cross-check payments for their appropriate authorization, accuracy, etc. and</p>	<p>Sage Line 50 Accounts Tracks income and expenses, generates project reports and final accounts (income and expenditure and the balance sheet) and does bank reconciliation.</p> <p>Procedures and guidelines specified in GII's Finance and Administration manual-2005</p>	<p>Sage Line 50 Accounts Tracks income and expenses, generates project reports and final accounts (income and expenditure and the balance sheet) and does bank reconciliation.</p> <p>Procedures and guidelines specified in GII's Finance and Administration manual-2005</p>	<p>Sage Line 50 Accounts Tracks income and expenses, generates project reports and final accounts (income and expenditure and the balance sheet) and does bank reconciliation.</p> <p>Procedures and guidelines specified in GII's Finance and Administration manual-2005</p>
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<p>raises queries for redress by the FAM.]</p> <p>iv) Financial reporting</p> <p>Quarterly, half-yearly and annually depending on donor requirement. Annual accounts proposed and audited every year.</p> <p>v) External audit</p> <p><u>Operational policies</u></p> <p>vi) HR policy</p> <p>vii) Gender policy</p> <p>viii) Conflict of interest policy</p>	<p>Donor specific quarterly, semi-annually and annual financial reports are generated.</p> <p>Annual global financial reports are prepared and auditors invited to audit accounts</p> <p>Annually. Some other donors require bi-annually</p> <p>There are 3 departments within GII into which staff may be engaged: Programmes, Business Development and finance Administration and General Services</p> <p>Engagement of an employee at GII is on the basis of a vacancy existing in any of the departments listed above and solely on merit.</p> <p>The ultimate responsibility of hiring and firing lies with the board (*GII Terms and conditions of Service for employees)</p> <p>GII is an equal opportunity employer</p> <p>GII adopted the Conflict of Interest and Code of Conduct policies of Transparency International, its parent body in 2005</p> <p>GII has a 5-year Strategic plan which specifies programme delivery and illustrates the urgency for continuous programme</p>	<p>Donor specific quarterly, semi-annually and annual financial reports are generated.</p> <p>Annual global financial reports are prepared and auditors invited to audit accounts</p> <p>Annually. Some other donors require bi-annually</p> <p>There are 3 departments within GII into which staff may be engaged: Programmes including ALAC, Business Development and finance Administration and General Services</p> <p>Engagement of an employee at GII is on the basis of a vacancy existing in any of the departments listed above and solely on merit.</p> <p>The ultimate responsibility of hiring and firing lies with the board (*GII Terms and conditions of Service for employees)</p> <p>GII is an equal opportunity employer</p> <p>GII adopted the Conflict of Interest and Code of Conduct policies of Transparency International, its parent body in 2005</p> <p>GII has a 5-year Strategic plan which specifies programme delivery and illustrates the urgency for continuous programme</p>	<p>Donor specific quarterly, semi-annually and annual financial reports are generated.</p> <p>Annual global financial reports are prepared and auditors invited to audit accounts</p> <p>Annually. Some other donors require bi-annually</p> <p>There are 3 departments within GII into which staff may be engaged: Programmes including ALAC Finance and Administration and General Services</p> <p>Engagement of an employee at GII is on the basis of a vacancy existing in any of the departments listed above and solely on merit.</p> <p>The ultimate responsibility of hiring and firing lies with the board (*GII Terms and conditions of Service for employees)</p> <p>GII is an equal opportunity employer</p> <p>GII adopted the Conflict of Interest and Code of Conduct policies of Transparency International, its parent body in 2005</p> <p>GII has a 5-year Strategic plan which specifies programme delivery and illustrates the urgency for continuous programme</p>
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<p>ix) <i>Programme development policy</i></p> <p>x) <i>Procurement policy</i></p>	<p>development and organisational growth (GII is finalising the strategic plan for another 5-years)</p> <p>GII's Finance and Administration Manual of June 2005 specifies GII's procurement, purchasing, tendering and contracting policies.</p>	<p>development and organisational growth (GII is finalising the strategic plan for another 5-years)</p> <p>GII's Finance and Administration Manual of June 2005 specifies GII's procurement, purchasing, tendering and contracting policies</p>	<p>development and organisational growth (GII is finalising the strategic plan for another 5-years)</p> <p>GII's Finance and Administration Manual of June 2005 specifies GII's procurement, purchasing, tendering and contracting policies.</p>
<p>4. Funding base development <i>List long-term programmes(3yrs +)</i></p> <p><i>List short-term programme(1 year)</i></p> <p><i>Total dollar volume of programmes</i></p> <p><i>Approved dollar volumes</i></p>	<p>Africa Education Watch (AEW) Project (3-years)</p> <p>"Increasing Transparency and Accountability in Ghana Project" (1-year extension)</p> <p>AEW \$115,900.00</p> <p>TISDA \$ 366,045</p> <p>PCA \$ 75,000</p> <p>ALAC GBP131,901.55</p> <p>MISEREOR Euros 250,000</p> <p>GRAP \$300,000</p>	<p>Transparency and Accountability in Service Delivery (TISDA) (3-years)</p> <p>Promoting Democracy and Good Governance Project in Ghana" (Public Sensitization workshops on Corruption</p> <p>Publication of GII's Quarterly Newsletter "GII Alert" (3-years)</p> <p>Advocacy and Legal Advice Centre (ALAC) Project</p> <p>AEW \$115,900.00</p> <p>TISDA \$ 366,045</p> <p>PCA \$ 75,000</p> <p>ALAC GBP131,901.55</p> <p>MISEREOR Euros 250,000</p> <p>GRAP \$300,000</p>	<p>Promoting Democracy and Good Governance Project in Ghana" (Public Sensitization workshops on Corruption</p> <p>Publication of GII's Quarterly Newsletter "GII Alert" (3-years)</p> <p>Poverty and Corruption in Africa (PCA) – "Strengthening TI-S ability to respond"</p> <p>AEW \$115,900.00</p> <p>TISDA \$ 366,045</p> <p>PCA \$ 75,000</p> <p>ALAC GBP131,901.55</p> <p>MISEREOR Euros 250,000</p> <p>GRAP \$300,000</p>

<i>Percentage overhead recovery</i>				
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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	Ministry of Education	Africa Education Watch (AEW) project - Capacity building workshop for Head teachers/PTA/SMC chairpersons On the theme: The Effective use of the Primary school financing	Dissemination of findings and capacity building workshop for the education sector for head teachers/PTA/SMC chairpersons in the study municipal/district. Workshops held at Jaaso, Obuasi, Bolgatanga, Navrongo and Dodowa. In all, there were 160 participants and 41 were counted as females and 120 males. After the training: - A report on the findings published - A report has been launched There has been media coverage on radio to clarify issues on the report (public awareness). Commitment of the Public Accounts Committee of Parliament – Parliament agreement on the proposed regulation
	Ghana Audit Service, Parliament(Subsidiary legislation Committee), Attorney General's Department, CDD-Ghana	Strengthening the Asset Declaration law in Ghana (Proposed Regulations to Act 550,Amendment to Act 550 and Article 286 of the constitution) (GII/CDD/Audit Service engagement with Subsidiary Legislation of Parliament on Proposed Regulations to Act 550	Proposed Regulations awaiting approval by Parliament
	CHRAJ	Institutionalisation of Conflict of Interest (COI) Guidelines (Advocacy and sensitization of public officials including Parliamentarians and ministers on how to identify and manage conflict of interest situations in the discharge of their duties). Promoting information exchange among key	Code of Conduct produced and launched Public Officers Liability bill produced and reviewed

	<ul style="list-style-type: none"> • Serious Fraud Office • Ghana Audit Service • CHRAJ • Internal Audit Agency • Ghana Police Service (CID Unit) • Judicial Service • The Bureau of National Investigation • Public Procurement Authority <p style="text-align: center;">NCCE</p>	<p>Accountability institutions (Capacity building on information sharing and proper procedures for effective exchange of information among accountability institutions)</p> <p>Public Education and Sensitization on corruption</p>	<p>Capacity of Stakeholders on information management for accountability enhanced.</p> <p>Finalization of the draft MOU based on consensus of all stakeholders.</p> <p>MOU signed by stakeholders</p> <p>(The MOU serves as a precedent for the establishment of an Information Exchange Forum for accountability institutions in Ghana.)</p> <p>Public awareness on corruption and its negative effects enhanced</p> <p>Actions/activities to help reduce corruption identified by participants and GII planning collaboration for its implementation</p> <ul style="list-style-type: none"> – Follow-up action plan by some participants. – GII received proposals from participants indicating possible collaboration on how they would use the information learnt at the workshop in their various sectors. – GII has sorted out the viable ones and contacted them. – Preparation is being made to collaborate in the implementation of the proposal the first quarter of this year.
<p>Coalition, network</p>	<p>Ghana Anti-Corruption Coalition</p> <p>Freedom of Information Coalition (Right to Information)</p>	<p>Engagement with media to encourage them to contribute to the fight against corruption</p> <p>Held a meeting with key ministers to give their support for the bill.</p>	<p>Support of the media in the fight against corruption. Secured/increase in media reporting on issues of anti-corruption</p> <p>Approved by Cabinet yet to go to Parliament.</p> <p>Promise from current</p>

	<p>National Catholic Secretariat (NCS)</p> <p>Media</p>	<p>Advocacy for the passage of the Freedom of Information (FOI) bill into law.</p> <p>Collaborated in a march for the passage of the FOI</p> <p>Promoting Democracy and Good Governance Project in Ghana” Public Sensitization workshops on Corruption. Ethics Workshop “Zero tolerance against corruption campaign – The Role of Religious bodies in Ghana”</p> <p>GII continuously engaging the media in its sensitization and advocacy programs on : Assets Declaration, Conflict of interest guidelines, , Private Sector and Corruption, Global corruption barometer etc.</p>	<p>government to pass the legislation during its first term of office</p> <p>Wide media coverage and presentation of statement to Parliament – by RTI Coalition with GII playing active role.</p> <p>Public awareness created and actions/activities to help reduce corruption identified by participants.</p> <p>GII collaborated with a Catholic church in Kumasi in facilitating a workshop for the Religious leaders on Corruption.</p> <p>Increased awareness created and discussions on corruption and its negative effects held on radio and television programmes</p>
<p>Peers CBOs</p>	<p>CDD-Ghana</p>	<p>Strengthen the Assets Declaration Law in Ghana</p> <p>(GII/CDD/Audit Service engagement with Subsidiary Legislation of Parliament on Proposed Regulations to Act 550</p> <p>Promoting information exchange among key Accountability institutions (Capacity building on information sharing and proper procedures for effective exchange of information among</p>	<p>Baseline Survey on the Assets Declaration published and used for further advocacy</p> <p>Two reports produced and used for advocacy</p> <p>Joint radio programmes on Assets Declaration and Conflict of interest guidelines</p> <p>Platform for exchanging information among key accountability institutions established a secretariat at GII</p>

		<p>accountability institutions)</p> <p>Promoting Information Exchange among key accountability Institutions</p>	
Donor agencies	G-RAP	Core institutional and Program Development Support	<p>Strategic plan reviewed and new plan being developed</p>
	USAID	<p>Project and part core institutional Funding: “Increasing Transparency and Accountability in Ghana” project</p>	<p>Staff and board Retreat successfully held</p> <p>Core support extended for 2010</p>
	MISEREOR	<p>Project and part core institutional Funding: “Promoting Democracy and Good Governance Project in Ghana” (Public Sensitization workshops on Corruption</p> <p>Publication of GII’s Quarterly Newsletter “GII Alert”</p>	<p>Project funding ended but GII has continued to execute outstanding tasks. Public awareness on corruption and its negative effects enhanced</p> <p>Actions/activities to help reduce corruption identified by participants and GII planning collaboration for its implementation</p>
	Bill and Melinda Gates (Through TI-S)	<p>Project and part core institutional Funding: “Transparency in Service Delivery in Africa (TISDA) with focus on Health, Water and Education.</p>	<p>Case Study in water delivery report on Nima and Pantang finalised.</p> <p>Brochure on TISDA produced.</p>
	DFID (Through TI-S) Global Transparency Fund Anti-corruption -Delivering Change	<p>Project and part core institutional Funding “Advocacy and Legal Advice Centre – ALAC” (A 5-year, advocacy and policy reforms project)</p>	<p>Public awareness on how to seek redress in the face of corruption enhanced/created. Advice provided to victims of corruption on how to seek redress</p>
	Hewlett Foundation (through TI-S)	<p>Project and part core institutional Funding “Africa Education Watch Project”</p>	<p>Draft report on assessment phase produced and information disseminated to key stakeholders in two validation workshops</p> <p>Report published and launched</p> <p>Project has taken off with a workshop for participating</p>

	Tides Foundation (through TI-S)	Poverty and Corruption in Africa (PCA) – “Strengthening TI’s ability to respond”	countries. Communities selected and dialogue ongoing.
DA (please indicate district)	Kassena-Nankana East - Navrongo Bolgatanga Municipal Obuasi Municipal Dangbe West Jusu District	Africa Education Watch (AEW) project - Capacity building workshop for Head teachers/PTA/SMC chairpersons On the theme: The Effective use of the Primary education financing	Dissemination of findings and capacity building workshop for the education sector for head teachers/PTA/SMC chairpersons – As per the five (5) districts the workshops were held, Participation were 160 in all. Head teachers: 54 (29 female, 25 male) PTA: 39 (2 female, 37 male) SMC: 27 (2 female, 25 male)
Private Sector	Ghana Business Code	Global Corruption Report 2009: Corruption and the Private Sector	Public and media awareness on corruption and its effects in the 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>Poverty and Corruption in Africa</p> <p>Corruption and leakages in primary education financing</p> <p>Weak governance in primary education management</p>	<p>Case Study at:</p> <ul style="list-style-type: none"> • Adenkrabi • Quayman • Boi <p>Findings and Recommendations from the workshop passed on to GES and MOE authorises</p>	<p>Citizens not empowered to demand accountability from their local authorities</p> <p>Delays in the release of capitation grant</p> <p>Weak school governance system</p> <p>Poor record keeping</p> <p>Inadequate school infrastructure</p> <p>Acute shortage of teachers</p>	<p>Develop pilot activities and tools that directly empower disadvantaged communities in preventing corruption in the use of development resource</p> <p>Need for training of head teachers on planning budgets needs for sensitization of PTA/SMCs on their roles and responsibilities</p>	<p>Increased participation in decision making and empowerment of communities to demand transparency and accountability in water delivery</p> <p>Strengthen the capacity of PTA's and SMC's in school management process</p> <p>Sensitise PTA, and SMC's on their roles and responsibilities</p> <ul style="list-style-type: none"> - Circuit supervisors now tasked on monitoring implementation of proper book keeping. Follow-up will be done to check the monitoring by GII <p>Continuous training of school heads on financial management</p> <p>Prompt release of capitation grant to schools</p> <p>More</p>

				engagement with policy makers by stakeholders
Promoting democracy and good governance through public sensitization activities as a tool for fighting corruption	<p>Follow-up on the past workshops to obtain the impact of the awareness created.</p> <p>Implement the strategies/views participants bring out to action</p>	<p>Low levels of awareness of negative effects of corruption</p> <p>Ignorance on how to respond to conflict of interest and corruption situations</p>	<p>Corruption perceived as high in Ghana</p> <p>Government needs to put in more effort and citizens need to demand transparency and accountability from public office holders</p>	<p>Evaluate the impact of the workshops GII has organised</p> <p>Strengthen the anti-corruption institutions to be more efficient</p> <p>Re-introduce civic education in school curriculum. Enforce anti-corruption laws and sanctions</p>
Improve transparency and accountability in service delivery (TISDA) focus on the Water Sector	<p>Case Study Report on– Nima and Pantang finalised</p> <p>Desk study report finalised</p>	Inadequate water delivery by communities	<p>Need to improve water delivery</p> <p>Communities must hold service providers accountable</p>	<p>Need to improve water delivery</p> <p>Communities must hold service providers accountable</p>

4. Success Story

Briefly describe your organisation's landmark achievement this period

1. GII successfully celebrated its 10 years anniversary of being the only NGO in Ghana fully dedicated to anti-corruption. This brought together old Executive members and Board members and the general public at a public forum on corruption.
2. A quiz ("What do you know") was organised by GII in connection with its 10 years anniversary was to educate and create awareness of the need for Ghana to be a corruption free country. This was also to evaluate the impact of awareness creation since GII's inception for the past 10 years. Prizes were given to all six participants at the quiz.
3. GII, with the support of/through TI-S, received funding alongside other TI national chapters from Tides Foundation to implement a Poverty and Corruption in Africa (PCA) project – "Strengthening TI's ability to respond to poor people's demand for transparency and accountability".
4. GII has reviewed its strategic plan for another 5-years. This new strategic plan has been compiled through co-operation and in collaboration with a range of key stakeholders including Management, Staff, Board and representatives of partner organisations. The focus of all engagement has been the highlighting of internal and external factors – both actual and emerging – that have an influence upon GII over the 5-year duration of the plan. There is a focus throughout the strategic plan on developing learning systems and highlighting opportunities for promoting a self-sustaining learning culture.

As a result of GII's anti - corruption campaigns and programmes, issues bothering on corruption continue to be high on public debates and this will in the long run lead to a reduction in corruption and ultimately poverty. Increased access to improved quality social services. Through GII's projects on Poverty and Corruption in Africa (on-going project), Transparency and Integrity in Service delivery in Africa (TISDA) (on-going), it is expected that positive can be achieved.

5.

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?

1. Active participations of RAO's in media debate on governance issues
2. RAO's membership on the National Steering Committee of the Extractive Industry Transparency Initiative (EITI) process in Ghana
3. RAO's contribution on policy design and implementations has increased and is welcome by government. The public perception of the RAOs has greatly improved.
4. RAO's contributions on legal reforms increased and welcome by government

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

1. More transparent and participatory although this does not reflect in actual change in policy design and implementation
2. Government tolerant of dissenting views though slow in responding to them

7. Grant and report related issues

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

This has been very smooth and the G-RAP Team deserves commendation

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

Some of our donors supporting GII and other Transparency International (TI) national Chapters do not want their support publicised.

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).