

## ANNEX 2

### Core Grant Narrative Progress Report

Report period Jul-Dec., 2009

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

Organisation **SEND-GHANA**  
Report Date **31 Dec, 2009**

Report Prepared by : Benjamin & Shafiu  
Addo Shaibu

Report Approved by: Samuel Zan Akologo

Signature & date \_\_\_\_\_

Signature & date \_\_\_\_\_

80801

=====

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 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 Office Asst. 6 Operations Support Officer 8 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 2	2 4	7 6
v) <i>Staff meetings</i> (on Weekly Basis)	74	25	24	148
<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	Accounting system still being reviewed.	A spreadsheet system has now been installed and being tested.	Manual as well as computerised
iii) <i>Internal control</i>	Financial operating manual developed.	Application of the new financial operating manual being reviewed with the trained staff.	New financial operating manual in good working order though there is still room for improvement.	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.	New policy completed and being discussed.	Incorporated in Staff hand book. Being developed separately
vii) <i>Gender policy</i>	Exist and in use	Gender monitoring in progress but audit not yet carried out.	Exist and in use. Gender audit carried out during period.	Exist and in use
viii) <i>Conflict of interest</i>	Non Existent	Would consider at the	Not yet considered.	Non existent but

<i>policy</i>		next BOD meeting	The BOD did not meet this period.	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	Now existent and in use	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> <li>GTF</li> <li>School Feeding (GSFP)</li> </ul>	<ul style="list-style-type: none"> <li></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>Climate Change monitoring</li> <li>AEF Bridging Phase</li> <li>CSO Platform on GSFP</li> </ul>	<ul style="list-style-type: none"> <li>DACF Monitoring</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	1,345,209	0	6,676,683
<i>Approved dollar volumes</i>	2,733,588	107,143	0	7,892,404
<i>Percentage overhead recovery</i>	146,480	15,500	0	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.

	<b>Organisation /Coalition</b>	<b>Policy issue / theme / nature Starting / ongoing / ending</b>	<b>Outcome</b>
<b>Government - executive - judiciary - legislature</b>	1. Office of the Vice-President of the Republic of Ghana / Offices of the Regional Ministers of the Northern, Upper East and Upper West Regions.	1.1 Savannah Accelerated Development Authority (SADA) /Northern Development Agenda/ Starting	1.1. Successfully organised, for the first time, a national forum on the Savannah Accelerated Development Authority (SADA) on the theme “Northern Development Agenda: Citizens Call for Action Now”. The forum brought together state actors including the Vice President, stakeholders from civil society as well as some development partners to discuss SADA as regards plans, actions undertaken so far and current status as well as prospects.

			<p>1.2. The National Forum on SADA contributed to broadening public awareness on the Northern Development Agenda through the involvement of over 300 participants with live media coverage, as well as special publications focusing on SADA in the HIPC Update Newsletters.</p> <p>1.3. Besides information sharing, the forum succeeded in engendering public interest in the Northern Development Agenda by clarifying and addressing the concerns of civil society regarding the SADA relative to the Northern Development Fund established by Act 768.</p> <p>1.4. Secured the commitment of Government through the Vice President to ensure:</p> <ul style="list-style-type: none"> <li>a) The timely approval of the SADA Bill by Cabinet and subsequent enactment by Parliament by the end of 2009.</li> <li>b) That Government would commit GHC 200 million to SADA every year beginning 2010.</li> <li>c) That the initial GHC 25 million earmarked as seed money for the Northern Development Fund will be ring-fenced for development initiatives as part of SADA.</li> <li>d) That SADA is fully integrated in the National Development Plan.</li> <li>e) That Civil Society is recognised as a key stakeholder in the Northern Development Agenda.</li> </ul> <p>1.5 With the exception of Cabinet's approval of the SADA Bill (which is currently at Parliament awaiting enactment), all other commitments made at the forum by Government is yet to be visible and demonstrable. Subsequent advocacy efforts of SEND-Ghana on SADA will target these commitments which are yet to</p>
--	--	--	---

	2. National Health Insurance Authority/ District Mutual Health Insurance Schemes	2.1 National Health Insurance Scheme / Ongoing	<p>find practical expression.</p> <p>2.1.1. Data gathering phase (fieldwork) of the first round of participatory monitoring and evaluation of the implementation of the national health insurance scheme completed.</p> <p>2.1.2. Actively participated in the review process of the NHIS Policy promoting the need to rethink the operational definition of indigents, <i>inter alia</i> to ensure that the policy actually benefits the poor.</p> <p>2.1.3. Informal but effective working relationship established with the various districts and regional offices of the NHIS in the operational zones of SEND-Ghana. Overtures have been made to the National Health Insurance Authority to formalise partnership relationship between SEND-Ghana and the National Health Insurance Authority in a Memorandum of Understanding.</p>
	3. Ministry of Environment, Science and Technology (MEST)	3.1. Climate Change/ Ongoing	<p>3.1.1. Contributed to civil society mobilisation and advocacy on climate change (CC) in Ghana with over 80 representatives and 150+ representatives of organisations taking part in the Tamale Public Forum and Accra High Level Policy Dialogue on Climate Change respectively. The high level forum attracted such stakeholders as the MEST, National Development Planning Commission, Parliament, Forestry Commission, National Climate Change Committee, and CSOs. The success of these events contributed to galvanise civil society in Ghana prior to the 2009 Climate Change Conference to discuss issues pertaining to Climate Change and to inspire the Government of Ghana to play an influential role in forging a concerted and strong African voice at the Copenhagen talks (COP 15).</p>

	<p>4. Ministry of Local Government and Rural Development/ Ghana School Feeding Programme Secretariat</p>	<p>4.1. Ghana School Feeding Programme (GSFP)/ Ongoing</p>	<p>3.1.2. The communiqué emanating from the two –day public forum on Climate Change organised in Tamale was carried in the September 15, 2009 edition of the Daily Graphic. It was discussed on GTV Breakfast Show, carried as a news item on GBC Radio “Ghana Today” and was presented to the MEST to inspire government pronouncements and actions.</p> <p>3.1.3. Contributed in broadening the focus of the climate change debate to include the developmental concerns and impacts on livelihoods. Produced and presented a video documentary on Climate Change as a developmental concern highlighting the implications of drought, floods etc and associated consequences on livelihoods in northern Ghana to MEST and the National Climate Change Committee.</p> <p>4.1.1. Sustained advocacy by way of circulation of newsletters, policy dialogues at the district, regional and national levels following the publication and launch of two participatory monitoring and evaluation reports on the implementation of the GSFP have seen some remarkable changes in the implementation of the programme. Although, attribution may be difficult, interventions by SEND-Ghana, to large extent, inspired the following:</p> <p>a) At the National Level:</p> <p>i. Development of a systematic plan termed the “GSFP Social Accountability Project” to sensitise key state and non-state stakeholders of the programme. SEND-Ghana in its two participatory monitoring and evaluation reports has highlighted the poor stakeholder awareness of the programme and advocated improvement in policy education for key stakeholders.</p> <p>ii. Simplification of the GSFP Implementation manual with roles of</p>
--	--	--	---

	5. Ministry of Food and Agriculture	5.1. Agricultural Budget Tracking /Ongoing	<p>stakeholders clarified. Hitherto, some stakeholders of the programme such as district directors of health, food and agriculture as well as community members in some operational districts failed to perform their expected roles as a result of unawareness of or the lack of clarity about roles. This undermined the effectiveness of institutional collaboration expected in the implementation of the programme as indicated by SEND-Ghana in its report titled Challenges of Institutional Collaboration. It is important, however, to note that the simplification of manual is not an end but a major first step to improving stakeholder awareness, collaboration and performance. SEND-Ghana in its subsequent work on the GSFP will adopt innovative ways of increasing stakeholder awareness using the simplified manual as a reference material.</p> <p>5.1.1. Completed agricultural budget tracking study to ascertain the performance of government regarding the allocation of at least 10% of national budgetary resources to the agricultural sector as per the 2003 Maputo Declaration on Agriculture and Food Security.</p>
	6. MOFEP/ MDBS Secretariat	6.1. Aid Effectiveness / Ongoing	<p>6.1.1. Completed the profiling of the of the AEF platforms as part of a three year proposal development to monitor the implementation of the Paris Declaration and the Accra Agenda for Action (AAA). Existing networks that were involved in the first phase of aid effectiveness advocacy (Pre HLF 3 and HLF 3) and those interested in advocacy for better aid were targeted and consulted for the exercise.</p> <p>6.1.2. A draft AEF model for engagement developed and shared among stakeholders. The AEF Platform model is grounded on a decentralised framework where existing CSO networks otherwise</p>



	<p>Network)</p> <p>3. Global and Regional Advocacy for Small Producers (GRASP)</p>	<p>3.1. Advocacy for Small Producers / Ongoing</p>	<p>together representatives of 4 regional PM&amp;E networks (i.e. Northern, Upper West, Upper East and Greater Accra regions) made up of 50 District Citizens Monitoring Committees and 50 District-based NGOs as well as a representative of the Ministry of Local Government and Rural Development. Other members of the council include a representative of participating regional coordinating councils, representatives of IDEG and Alliance for Reproductive Health Rights. The GPM&amp;E Network seeks to inspire government's policies through the use of participatory monitoring and evaluation as an instrument for policy impact assessment.</p> <p>2.1.2. The network actively participated in the decentralisation review process and presented position papers during stakeholder consultations in Accra, Tamale, Wa and Bolgatanga.</p> <p>3.1.1. In collaboration with other CSOs in Africa and CORDAID, used grassroots evidence as the basis to lobby the EU for improvement in favour of small producers. Successes achieved include:</p> <ul style="list-style-type: none"> <li>i. The EU (D G-Development) committed to redirect resources for investment in agriculture to optimise development results/intervention in Africa.</li> <li>ii. Increased inequalities between small scale farmers and large scale farmers recognised by the EU as a critical development issue which requires immediate intervention.</li> <li>iii. EU agreed to put moral pressure on African government to meet commitments made in the Maputo Declaration on agricultural development financing.</li> <li>iv. The EU's commitment to support African governments to strengthen</li> </ul>
--	--	--	---

	4. Coalition of NGOs in Northern Ghana working on the GSFP	4.1. Ghana School Feeding Programme / Ongoing	<p>farmer organisations and co-operative movements secured.</p> <p>4.1.1. Mobilised CSOs to engage state actors with the objective of addressing the practical needs of the GSFP schools. The coalition is made up of CSOs in policy advocacy as well as those into service delivery, thus, bridging policy advocacy and service delivery in the context of the GSFP.</p> <p>4.1.2. SNV, an active member of the coalition, has started a project on oil extraction and community women are now selling oil to GSFP schools in two districts.</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	<p>Contributed to sensitising ordinary citizens on such pro-poor policies and programmes as the GSFP, NHIS and SADA to accomplish the following objectives, namely:</p> <ol style="list-style-type: none"> <li>1. To build the capacity of citizens to provide regular feedback on the implementation of selected pro-poor programmes to state officials to improve programme performance.</li> <li>2. To enable ordinary citizens to hold state officials responsible for their actions and inactions as regards such policies and programmes to ensure that implementation of programme is according to initial design to benefit the poor.</li> </ol>
<b>DA (please indicate district)</b>	50 District Assemblies (All the 20 district assemblies in the Northern region; All the 18 districts in	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.

	the Upper East and West regions; and 12 districts and sub-metros in the Greater Accra region		
<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
Smallholder Agricultural Development	Agricultural Budget Tracking	<p>1. The research indicated that government, on the average, has allocated 9% of national budgetary resources on agriculture between 2003 and 2008. However, that increased expenditure has not culminated into the expected corresponding growth rate in the sector.</p> <p>2. Average total national budget spent on investment in agriculture for the</p>	There is the need to target smallholder agricultural development for special financial scheme/ budgetary allocations backed by separate financial management systems.	<p>1. Government should establish a special investment fund and specific budgetary allocations for only smallholder agricultural development.</p> <p>2. Government should aim to build the production capacity of the smallholder farmers into medium and large scale production through the judicious use of subsidies. Government should develop a</p>

		<p>period 2003 -2008 is 47% as compared to 53% for recurrent expenditure. This indicates under investment in agricultural development.</p> <p>3. The research found disparities in budgetary allocations to the disadvantage of major food crop producing areas.</p> <p>4. Lack of access to irrigation facilities, unaffordable fertilizer prices, and exorbitant user fees for tractor services, limited access to credit and inadequate access to extension services continue to undermine the productivity of smallholder farmers. It is also indicative of the fact that increased national level expenditure has not trickled down to improve smallholder agricultural development as expected.</p>		<p>policy framework that guarantees sustainable support to smallholder farmers in order to move them up the value chain.</p> <p>3. Civil society organisations must take the issue of agricultural budget tracking as an entry point to demanding accountability from state actors.</p>
--	--	---	--	---

#### 4. Success Story

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

The organisation recorded a number of significant achievements this period. These include as follows:

1. **Staff Capacity Building:** The Country Director and the Finance Manager completed separate courses in Organisational Development and MBA (finance) respectively.
2. **Governance:** Board Meeting as well as the first Executive Council Meeting of the Ghana Participatory Monitoring and Evaluation Network successfully held to review performance and strategise for the future.
3. **SADA:** Organised the first ever national forum on the Savannah Accelerated Development Authority (SADA) on the theme "Northern Development Agenda: Citizens Call for Action Now". The forum brought together state actors including the Vice President, stakeholders from civil society as well as some development partners (UNICEF, DFID, WFP, AfDB among others) to discuss SADA as regards plans, actions undertaken so far and current status as well as prospects. The Vice President after delivering his keynote message, engaged participants, clarified and addressed concerns of stakeholders as regards SADA.
4. **Climate Change:** In collaboration with Christian Aid, Participatory Development Associate and KASSA successfully organised a two day public forum on the 27<sup>th</sup> & 28<sup>th</sup> August, 2009 to discuss climate change as well as to strategise to inspire government position on the issue. The forum brought together over 80 participants representing traditional authorities, communities, community- based organizations, faith-based groups, women and youth groups, media, non-governmental organizations and representatives of government institutions. The forum ended with a call on the Government of Ghana to play an influential role in forging a concerted and strong African voice at the Copenhagen talks. In addition, a high level national policy dialogue on Climate Change was successfully organised in Accra for government and civil society positions to be shared.

## 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 forum on the SADA where the Office of the Vice President/ SADA Secretariat collaborated with SEND to plan and organise the event. The Vice President, in his address at the forum, acknowledged that both government and civil society organisations shared common concerns on issues that SADA seeks to address. 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

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