

## ANNEX 2

### Core Grant Narrative Progress Report

**Report Period** Jan - Jun 2010

<b>Contract Ref. No.</b>	03/CORE/39/SEND	<b>Organisation</b>	SEND - GHANA	
<b>Contact Tel. No.</b>	0302-716860	<b>Report Date</b>		16-Jul-10
<b>Report Prepared by</b>	Benjamin Addo & Shafiu Shaibu	<b>Report Approved by</b>	Samuel Zan Akologo	
<b>Signature &amp; date</b>		<b>Signature &amp; date</b>		

*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

Indicators	Baseline	Prior period	Current Period(Change in prior period)	*Cumulative
<b>1. HR Management</b>				
i) <i>Leadership</i>	1 CEO, 1 Country Director, 1 Program Co-ord., 2 Prog. Officers 1 Finance Manager	1 CEO, 1 Country Director, 6 Prog. Officers 1 Finance Manager	1 CEO, 1 Country Director, 5 Prog. Officers 1 Deputy Director – Finance & Admin 1 Deputy Director – Programs & advocacy	1 CEO, 1 Country Director, 1 Program Co-ord., 6 Prog. Officers 2 Finance Manager 1 Deputy Director – Finance & Admin 1 Deputy Director – Programs & advocacy
ii) <i>Core staff</i>	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	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	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	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
iii) <i>Support Staff</i>	1 Accounts Clerk 2 Asst. Secretaries 2 Office Asst. 4 Operations Support Officer 3 Security Officers 2 Cleaners	1 Accounts Clerk 3 Office Asst. 6 Operations Support Officer 8 Security Officers 4 Cleaners	1 Accounts Clerk 3 Office Asst. 6 Operations Support Officer 8 Security Officers 4 Cleaners	1 Accounts Clerk 3 Asst. Secretaries 2 Office Asst. 6 Operations Support Officer 8 Security Officers 4 Cleaners
<b>2. Governance</b>				

i) Board	7 Women – 3 Men – 4	7 Women – 3 Men – 4	7 Women – 3 Men – 4	8 Women – 3 Men – 5
ii) Committees				
Senior Mgmt. Team	8 Men – 6 Women – 2	10 Men – 8 Women – 2	10 Men – 8 Women – 2	13 Men – 10 Women – 3
Program Mgmt. Team	0 Men – 0 Women – 0	7 Men – 6 Women – 1	7 Men – 6 Women – 1	7 Men – 6 Women – 1
Senior Leadership Team	0 Men – 0 Women – 0	0 Men – 0 Women – 0	3 Men – 3 Women – 0	3 Men – 3 Women – 0
iii) Documented board meetings	8	0	1	10
Management meetings				
-Senior Mgmt Mtg.	5	2	1	8
-Program Mgmt Mtg.	0	4	1	7
iv) Staff meetings (weekly basis)	74	24	25	173
<b>3. Systems and procedures</b>				
<b>Financial management systems</b>				
1. Programme activities to overhead ratio	0.05	0	0.09	0.06
2. Total turnover for the period in US\$	4,338,985	0	242,931	8,135,335
3. Total number of donors for the period		11	12	12
4. Internal controls	Financial operating manual developed.	New financial operating manual in good working order though there is still room for improvement.	New financial operating manual in good working order though there is still room for improvement.	Start from weak position. Now system in place and working well but there is room for improvement.
5. External audit	External audit exist	External audit exist	External audit conducted	External audit exist
<b>Operational policies</b>				

1. <i>HR policy</i>	Incorporated in Staff hand book	New policy completed and being discussed.	New policy completed discussed and in use.	Incorporated in Staff hand book. New policy completed discussed and in use
2. <i>Gender strategy/action plan and milestones</i>	Gender policy in use. Biannual gender audit carried out.	Gender policy in use.	Third gener audit completed. Senior management meeting held to respond to the findings.	Third gener audit completed. Senior management meeting held to respond to the findings.
3. <i>Budget spent of gender for the period</i>		2,852.11	0	2,852.11
<b>4. Funding base development</b>				
1. <i>List long-term programmes(3yrs +)</i>	• Grassroots Economic Literacy and Advocacy Programme (GELAP)	• Grassroots Economic Literacy and Advocacy Programme (GELAP) • Governance and Transparency Fund (GTF)	• Grassroots Economic Literacy and Advocacy Programme (GELAP) • Governance and Transparency Fund (GTF)	• Grassroots Economic Literacy and Advocacy Programme (GELAP) • Governance and Transparency Fund (GTF)
2. <i>List short-term projects(1 year)</i>		• Climate Change Monitoring • Civil Society Aid Effectiveness Policy Engagement	• Climate Change Monitoring • Civil Society Aid Effectiveness Policy Engagement	• Climate Change Monitoring • Civil Society Aid Effectiveness Policy Engagement
3. <i>Total dollar volume of programmes [d1]</i>	4,338,985	0	242,931	8,135,335
4. <i>Approved dollar volumes[d2]</i>	2,733,588	0	242,931	3,083,662
5. <i>Percentage overhead recovery[d3]</i>	0.05	0	0.09	0.06

<p><b>List number of publications (policy briefs, briefing papers, research reports, programme reviews)</b></p>		<ul style="list-style-type: none"> <li>- PM&amp;E reports on School Feeding Programme</li> <li>- Trade and Gender Research report</li> <li>- MDG Monitoring report</li> <li>- Three reports on Aid Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>- NHIS PM&amp;E report and Policy brief</li> <li>- Agric budget tracking report &amp; Policy brief</li> <li>- Issues Paper on SADA</li> <li>- Foundation paper on Small Holder Agric Development</li> <li>- HIPC Watch Newsletter</li> <li>- GELAP annual report for 2009</li> </ul>	<ul style="list-style-type: none"> <li>- PM&amp;E reports on School Feeding Programme</li> <li>- Trade and Gender Research report</li> <li>- MDG Monitoring report</li> <li>- Three reports on Aid Effectiveness</li> <li>- NHIS PM&amp;E report and Policy brief</li> <li>- Agric budget tracking report &amp; Policy brief</li> <li>- Issues Paper on SADA</li> <li>- Foundation paper on Small Holder Agric Development</li> <li>- HIPC Watch Newsletter</li> <li>- GELAP annual report for 2009</li> </ul>
<p align="center"><b>2. Collaboration, coalitions and networking</b></p>				
<p>Using 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.</p>				
	<p><b>Organisation /Coalition</b></p>	<p><b>Policy issue /theme / nature Starting / ongoing / ending</b></p>	<p><b>Outcome</b></p>	

<p><b>1. Government</b>  <b>a. executive</b>  <b>b. judiciary</b>  <b>c. legislature</b></p>	<p>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.</p>	<p>1.1 Savannah Accelerated Development Authority (SADA) /Northern Development Agenda/ Ongoing</p>	<p>1.1. Three regional fora on the Savannah Accelerated Development Authority (SADA) simultaneously organised in the Northern, Upper East and Upper West regions as follow-up advocacy events subsequent to the National Forum held in September 2009. The theme for the regional fora was “Realising the Goal of SADA: the Responsibility of Government and Citizens”. The fora achieved their purpose of facilitating platforms: for local stakeholders to express their concerns and to obtain updates from government on the progress made so far on SADA since the National Forum in September 2009; to deepen citizens’ awareness of the policy implementation processes of SADA, the policy intentions and plans, roles of key actors and potential opportunities for citizens; and to inspire government to fulfil its commitments on SADA. An issue paper was developed based on the feedback from participants at the fora for follow-up targeted lobbying of Parliamentarians and other stakeholders.</p>	
			<p>1.2. The emerging issues from the fora, among others, included: the need to engender a SADA devoid of partisan politics; finding a more sustainable and definite source of funding the Implementation of SADA; and the speedy passage of a SADA Bill which reflects the concerns and aspirations of citizens. Most of these issues were reemphasised on the floor of Parliament during the second reading of the SADA Bill.</p>	
			<p>1.3. The fora succeeded in eliciting the interest of Chiefs from the three regions to actively engage the process leading to the passage and implementation of the SADA.</p>	
	<p>2.Ministry of Health/ National Health Insurance Authority/ District Mutual Health Insurance Schemes</p>	<p>2.1 National Health Insurance Scheme / Ongoing</p>	<p>2.1 Published and launched SEND-Ghana’s first participatory monitoring and evaluation report on the NHIS entitled ‘Balancing Access with Quality Healthcare: An Assessment of the NHIS in Ghana (2004-2008)’. The launch brought together stakeholders from government, academia, the World Bank, Civil Society and the Media.</p>	

		2.2 The report, among other findings, exposed the weaknesses inherent in Ghana's healthcare delivery system. The report showed that the NHIS has succeeded in reducing financial barrier to healthcare resulting in increased facility attendance by clients. However, there has not been a corresponding improvement in health infrastructure, equipment and human resource, thus affecting the quality of service delivery.	
		2.3 The Ministry of Health and the National Health Insurance Authority participated in the report launch and committed to addressing the critical issues highlighted. For instance, the Ministry of Health indicated that, as part of measures to address the maldistribution of health professionals in the country, posting of health human resource to the deprived districts will be incentivised to attract doctors and nurses to rural communities. The National Health Insurance Authority committed to use the report to guide its interventions.	
		2.4 District level sensitisation and advocacy interventions on the NHIS has led to the registration of some poor people who, hitherto, were unable to access the NHIS due to their inability to pay the minimum premium and also lack of information. For instance, the Garu-Tempene District Citizen Monitoring Committee lobbied the District Assembly to provide financial assistance for the registration of 100 Persons With Disability (PWD) in the District with the national Health Insurance Scheme. Also, about 816 beneficiaries of the Livelihood Empowerment Against Poverty (LEAP) programme have been registered with the Wa West Scheme of the NHIS as indigents following interventions by SEND-Ghana.	

	3. Ministry of Environment, Science and Technology (MEST)	3.1. Climate Change/ Ongoing	3.1. Successfully organised a post COP 15 review and strategy workshop on Climate Change. The workshop achieved its purpose of: facilitating a platform for government to debrief civil society organisations on the COP 15 outcome and the Copenhagen Accord. A working committee was set up at the end of the workshop to develop a framework that will coordinate the activities of CSOs working on climate change in Ghana.	
	4. Ministry of Local Government and Rural Development/ Ghana School Feeding Programme Secretariat	4.1. Ghana School Feeding Programme (GSFP)/ Ongoing	4.1.1 Effectively participated in various state organised meetings on the Ghana School Feeding Programme by sharing experiences and contributing ideas. One such meeting is the national GSFP stakeholders' workshop to develop a Monitoring and Evaluation Plan for the programme.	
			4.1.2 Followed up on expressly stated commitments of state actors made during previous civil society-government interface meetings to ascertain the extent to which past commitments have been translated into real actions and for that matter positive changes or reforms. Although, attribution may be difficult, interventions by SEND-Ghana, to large extent, inspired the following:	
			a) More schools and pupils in deprived communities have been included in the programme in an effort to address the inequity in the selection of beneficiary schools. For instance, the number of pupils and communities benefiting from the GSFP in the Upper West Region has increased from 6,024 in 2008 to 17,342 in 2010 and 10 in 2008 to 59 in 2010 respectively.	
			b) Some district assemblies in the Upper East Region that, hitherto, did not include Ghana School Feeding Programme in their local budgets, have made budgetary allocation for the programme in their respective budgets for 2010.	

			c) Increased community interest and participation in the GSFP following continuous community sensitisation. For instance, chiefs of Meguo and Chang in the Nadowli District and Jeffisi in the Sissala West District have led the formation of Enrolment Drive Committees in their communities to promote school enrolment and attendance. Also, the Chief of Jeffisi has also allocated 10 acres of land for food production to support the GSFP in the community.	
	5. Ministry of Food and Agriculture/ Ministry of Trade and Industry/ Parliamentary Select Committees on Poverty Reduction and Agriculture	5.1. Agricultural Budget Tracking /Ongoing	5.1.1. Successfully published and launched SEND-Ghana's first report on Agricultural budget tracking entitled 'Investing in smallholder agriculture for optimum results: the ultimate policy choice for Ghana'. The report assessed the government of Ghana's compliance with the Maputo Declaration and the extent to which budgetary allocations have translated into improvement in smallholder agricultural development.	
			5.1.2 Through media engagements, a cross section of the general public has been sensitised on government policy and level of investment in agricultural development. At least four (4) national newspapers and nine (9) online media houses have made publications on the report.	
			5.1.3. The parliamentary select committee on Poverty Reduction has committed to include and collaborate with SEND-Ghana at the level of pre-budget consultation. This provides opportunity for SEND-Ghana to influence subsequent budget allocations to the agricultural sector, especially for smallholder agricultural development.	
			5.1.4. Secured the commitment of the Ministries of Food and Agriculture; Finance and Economic Planning; and Trade and Industry to collaborate to developing smallholder agriculture.	

			5.1.5. District level civil society – government interface meetings were held in the Northern, Upper East, Upper West and Greater Accra regions to discuss the report findings and recommendations and to secure the commitments of local government authorities to support smallholder agricultural development in the respective regions.	
	6. Ministry of Education/ Ghana Education Service	6.1 Capitation Grant/ Ongoing	6.1.1. Data gathering phase (fieldwork) of the participatory monitoring and evaluation of the implementation of the capitation grant completed. Draft report produced awaiting peer review and publication.	
	7. Ministry of Local Government and Rural Development/ Office of the Administrator of the District Assemblies Common Fund (DACF)	7.1 District Assemblies Common Fund/ Starting	7.1.1 This project seeks to monitor the allocation and utilisation of the District Assemblies Common Fund in 50 districts across four administrative regions. The project aims to: enhance public awareness and interest in the DACF; promote accountability and desirable reforms in the administration of the DACF; and to influence development priorities through budget advocacy in favour of the poor and the marginalized.	
			7.1.2. So far, all the 50 District Citizens Monitoring Committees have been sensitised on the DACF; and trained to use DACF assessment instruments. Currently, data gathering is ongoing in 50 districts.	
	8. MOFEP/ MDDBS Secretariat	8.1. Aid Effectiveness / Ongoing	8.1.1 The AEF has become a major and a regular stakeholder in the MDDBS process. The forum actively participated in the Multi Donor Budgetary Support (MDDBS) sector working group process notably the gender and governance sector. Also, the forum, for the first time, participated in the MDDBS annual review 2010.	
			8.1.2 Jointly organised with the MDDBS secretariat, an information sharing session on the MDDBS to bridge the information gap among CSOs.	
			8.1.3 Participated in the evaluation of the Ghana Joint Assistance Strategy (G-JAS) as well as in the meeting to discuss the development of Performance Assessment Framework for Development Partners.	

			8.1.4 Actively participated in a government roundtable meeting organized jointly by the Ministry of Finance and Economic Planning and the Ministry of Justice/Attorney General's Department and supported by the Delegation of the European Union aimed at developing a national governance framework.	
<b>2.Coalition, network</b>	1. Aid Effectiveness Forum (AEF)	1.1. Aid Effectiveness/ Ongoing	1.1.1 Effectively facilitated the activities of the AEF, as the national secretariat, for the AEF platforms to participate in the MDBS review process. Currently, the AEF comprise 12 platforms. These include civil society networks on gender, health, agriculture, water and sanitation, governance, poverty reduction, environment, civil society accountability, education, monitoring & evaluation, MDGs and local production/labour.	
			1.1.2 Facilitated a national consultative workshop on CSOs development effectiveness to develop guidelines, standards, benchmarks and enabling environment to enhance CSO work. Also, discussion on how CSO accountability can be addressed and broadened has been initiated.	
	2. Ghana Participatory Monitoring and Evaluation (GPM&E Network)	2.1 Participatory Monitoring and Evaluation/ Ongoing	2.1.1 All four regional PM&E Networks in Northern, Upper East, Upper West and Greater Accra are functioning – meeting quarterly, making decisions, choosing their leaders etc. The national PM&E Network will hold its next (second) meeting on 7th July, 2010. SEND offices in the regional centres serve as secretariat to the PM&E Network and financial management have been devolved to the centres.	
	3. Global and Regional Advocacy for Small Producers (GRASP)	3.1. Advocacy for Small Producers / Ongoing	3.1.1 In collaboration with other CSOs in Africa and CORDAID, GRASP uses grassroots evidence undertake regional and global advocacy for smallholder producers. A regional advocacy strategy has been developed and joint funding processes initiated to raise funds to implement the strategy.	
	4. Coalition of NGOs in Northern Ghana working on the GSFP	4.1. Ghana School Feeding Programme / Ongoing	4.1.1 The Civil Society Platform on Ghana School Feeding Programme has enabled CSOs to provide various complementary services to the GSFP in a coordinated manner.	

	5. Ghana CSO MDG Campaign Coalition	5.1 Millennium Development Goals (MDGs): On-going	5.1.1 Data gathering for the second round of assessment of Ghana's progress re the MDGs is currently on going. When completed, the report shall be used by the national campaign secretariat (i.e. Christian Council) and the various platforms for evidence-based advocacy.	
	6. Shea Network	6.1 Savannah Accelerated Development Authority (SADA)/ Starting	6.1.1 In the context of SADA, a number of organizations expressed interest in supporting the shea industry through advocacy and services to increase livelihood opportunities for the people of northern Ghana. SEND-Ghana was requested to facilitate the development of the network by hosting the secretariat. Oxfam and SNV have supported SEND to host the secretariat.	
<b>3.Peers CBOs</b>	50 district based NGOs.	Participatory Monitoring and Evaluation (PM&E)	Worked with 50 district-based NGOs (RAOs) to use the participatory monitoring and evaluation framework of SEND to track the implementation of government pro-poor programmes.	
<b>4.Donors Agencies</b>	Christian Aid (&DFID), CORDAID, IBIS West Africa, SNV, SIGN-NL Diakonia-BF CIDA	Grassroots Economic Literacy and Advocacy Programme (GELAP): On-going  Governance and Transparency Fund (GTF): On-going  Climate Change Monitoring: Ended  Civil Society Aid Effectiveness Policy Engagement: On-going	Contributed to sensitising ordinary citizens on such pro-poor policies and programmes as the GSFP, NHIS, Capitation Grant, District Assemblies Common Fund and SADA to accomplish the following objectives, namely: 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. 2. To enable ordinary citizens to hold state officials accountable 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.	

<b>5.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>6.Private Sector</b>	N/A	N/A	N/A	

**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	What activities have your organization undertaken to reach your selected goal

National Health Insurance Scheme	Participatory Monitoring and Evaluation	<p>The research indicated that, in general, membership of the NHIS has increased dramatically. Membership of the NHIS in the three northern regions and Greater Accra, on the average, grew by 548% within four years (2004-2008). However, there has not been a corresponding improvement in the capacity of the health delivery system. As a result, the increased attendance by clients has led to pressure on existing health facilities.</p> <p>Quality healthcare for clients is affected as evident in inadequate health human resources, unimproved infrastructure and equipment, and reduced attention provided for clients.</p>	<p>The effective implementation of the NHIS holds the key to addressing the critical question of access. However, provision of universal access may not necessarily translate into improving the general health of Ghanaians unless the issues of health infrastructure, adequate and highly motivated health professionals as well as the provision of health equipment are thoroughly and strategically addressed.</p>	<p>There is the need for the Ministry of Health in collaboration with the Ghana Health Service, to pay serious attention to the development of existing health facilities, improve upon human resource situation and redistribute health personnel to underserved and overburdened areas. In the short term, the Ministry of Health in consultation with the Ghana Medical Association (GMA) should improve the existing incentive package for health professionals who accept postings to rural communities.</p>	<ul style="list-style-type: none"> <li>- National validation/Dissemination meeting on NHIS research report</li> <li>- Participation as discussants in the review of the 2008 annual progress report on the GPRS II</li> <li>- Organized District and Regional level Government /CSO interface meetings</li> <li>- Organized national launch of the research report</li> </ul>
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**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. Publication and Launch of Agricultural Budget Tracking Report:** The report was launched on 3rd February, 2010. It received wide attention of media, government and policy-makers. For example, the Parliamentary Select Committees on Agriculture and Poverty Reduction took the report seriously by making follow up contact with us. It has been shared with the Africa Union and NEPAD. The report will be the basis for a national stakeholders meeting on financing small-holder agriculture to be held on 25th August, 2010.
- 2. Publication and Launch of NHIS Participatory Monitoring and Evaluation Report:** The report – the first by SEND-Ghana on the NHIS - was launched on 18th May, 2010. It received a lot of attention from the media, health service providers, development partners, government and policy makers.
- 3. Regional Fora on the Savannah Accelerated Development Authority (SADA) Programme:** Three simultaneous regional fora were organised on SADA in Tamale, Bolgatanga and Wa on 5th May, 2010 to push for the SADA.
- 4. Governance:** Second Executive Council Meeting of the Ghana Participatory Monitoring and Evaluation Network as well as SEND-Ghana Board Meeting successfully held on July 7 and 10 respectively to review performance and strategise for the future.
- 5. Communication:** Redesigned organisation's website: [www.sendwestafrica.org](http://www.sendwestafrica.org) to host SEND-Ghana, SEND-Sierra Leone and SEND-Liberia on separate windows. It has become more interactive than previously. Also, in partnership with IICD, an online discussion group (d-group) called "CITIZENS' VOICES" has been set up. The d-group enables countless numbers of subscribers to receive updates on SEND-Ghana's work and also provide feedback.

## 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 Parliamentary Select Committee on Poverty Reduction invited SEND-Ghana to participate, as a discussant, in the Review of the Annual Progress Report on the Growth and Poverty Reduction Strategy. Also, 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 ?**

Reporting format can be improved by using word processor for narrative instead of spreadsheet.

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

None

*\* Cumulative figures are the sum of all previous data since the first engagement between SEND-Ghana and G-RAP. Baselines do not change. Therefore, the cumulative shows the overall addition since baseline. Even when a position ceases to exist, the cumulative will show that it once existed.*

**G-rap Narrative Progress Report**

## 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 ).