



SEND-GHANA

STRATEGIC PLAN

2014-2018



Making Ghana Work for Equity

August, 2014



GHANA





SEND-GHANA

STRATEGIC PLAN 2014-2018



Making Ghana Work for Equity

August, 2014



LIST OF ACRONYMS

CEO	Chief Executive Officer
CSO	Civil Society Organization
CUA	Co-operative Credit Unions Association
DACF	District Assemblies Common Fund
DCMC	District Citizen's Monitoring Committee
ECAMIC	Eastern Corridor Agro-Marketing Information Center
ECLSP	Eastern Corridor Livelihood Security Promotion Programme
ECOWAS	Economic community of West African States
FBO	Farmer-Based Organizations
FNGO	Focal Non Governmental Organization
GAEF	Ghana Aid Effectiveness Form
GELAP	Grassroots Economic Literacy and Advocacy Programme
GRASP	Global and Regional Advocacy for Small Producers
GSFP	Ghana School Feeding Programme
GTLC	Ghana Trade and Livelihood Coalition
HIPC	Heavily Indebted Poor Countries
ICT	Information and Communications Technology
IGF	Internally Generated Funds
LEAP	Livelihood Empowerment Against Poverty
MDA	Ministries Departments and Agencies
MDG	Millenium Development Goals
M&E	Monitoring and Evaluation
MoFA	Ministry of Food and Agriculture
NGO	Non-Governmental Organization
NHIS	National Health Insurance Scheme
PFAG	Peasant Farmers Association of Ghana
PM&E	Participatory Monitoring and Evaluation
RAO	Research and Advocacy Organization
SADA	Savannah Acceleration Development Authority
SENDFiNGO	Social Enterprise Development Foundation Financial NGO
SMC	School Management Committee
SSIP	School Performance Improvement Plan
SUN	Scaling Up Nutrition
TSU	Technical Services Unit

CONTENTS

List of Acronyms	2
Foreword	4
1.0 Introduction	6
2.0 Operational Context	8
3.0 Organizational Evolution	11
4.0 Comparative Advantages	19
5.0 Corporate Identity	21
6.0 Strategic Directions for 2014 - 2018	23
7.0 Organizational Change	31
7.1. Provisional Operational Plan and Budget	
8.0. Conclusion	34
Annex I	35

FOREWORD



This document
s e c o n d
the focus of
the next five years
Strategic Plan re-
commitment to its
values. SEND's first

“Celebrating Ten Years in Ghana,” outlined three strategic goals: establishment of PM&E Networks, monitoring pro-poor programmes and tracking the impact of trade policies on women and small-scale producers. SEND-GHANA has accomplished these objectives and is moving on to more ambitious aims. SEND-GHANA's seven new Strategic Directions are as follows:

is SEND-GHANA's
Strategic Plan defining
the organisation for
(2014-2018). This
affirms SEND's
mission, vision and
Strategic Plan,

1. Promote Social Accountability at all levels of governance in national, sector and district assembly budgets to maximize poverty reduction
2. Maximize the impact of social protection policy and programmes on the poor
3. Improve Farming Technologies for Small-scale Food Crop Farmers
4. Advance ICT for governance and poverty reduction
5. Building community resilience to mitigate climate change
6. Maximize the impact of SADA on Poverty Reduction in Northern Ghana
7. Establish a unit for providing technical services to other organizations in the use of PM&E

In developing this Strategic Plan, we placed rural people who are often marginalized from the centre of development actions – men, women, boys and girls – at the centre of every action. This spurred us into making choices that reflect broader expectations and aspirations. We pledge our continued support to the marginalized – to raise their

voices to demand accountability, so civil society and government can aspire to improve their livelihoods.

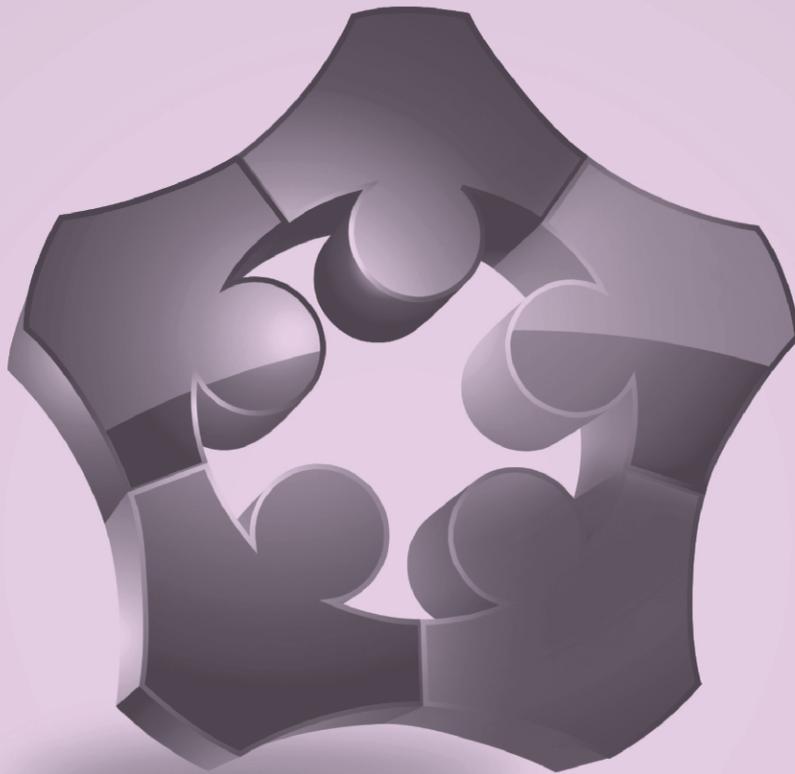
In the next five years we seek to be more proactive in building the needed capacities, in monitoring and documenting our findings, and in creating spaces to facilitate effective citizen-government engagement for improved accountability. SEND-GHANA believes that when citizens have the capacity to demand government accountability, and government has the capacity to respond and be accountable to its citizenry, opportunities arise for growth, development and stability.

Let me take this opportunity to thank all our partners and donors for supporting our work over these years. We will forge ahead in unison in our quest for change and in leveraging greater development outcomes for the purpose of addressing inequalities in Ghana. We are committed to “Making Ghana Work for Equity.”

I hope that more donors and strategic partners will come on board to join us in our efforts to build a just and equal Ghana!

Janet Adama Mohammed (Mrs)

Board Chairperson



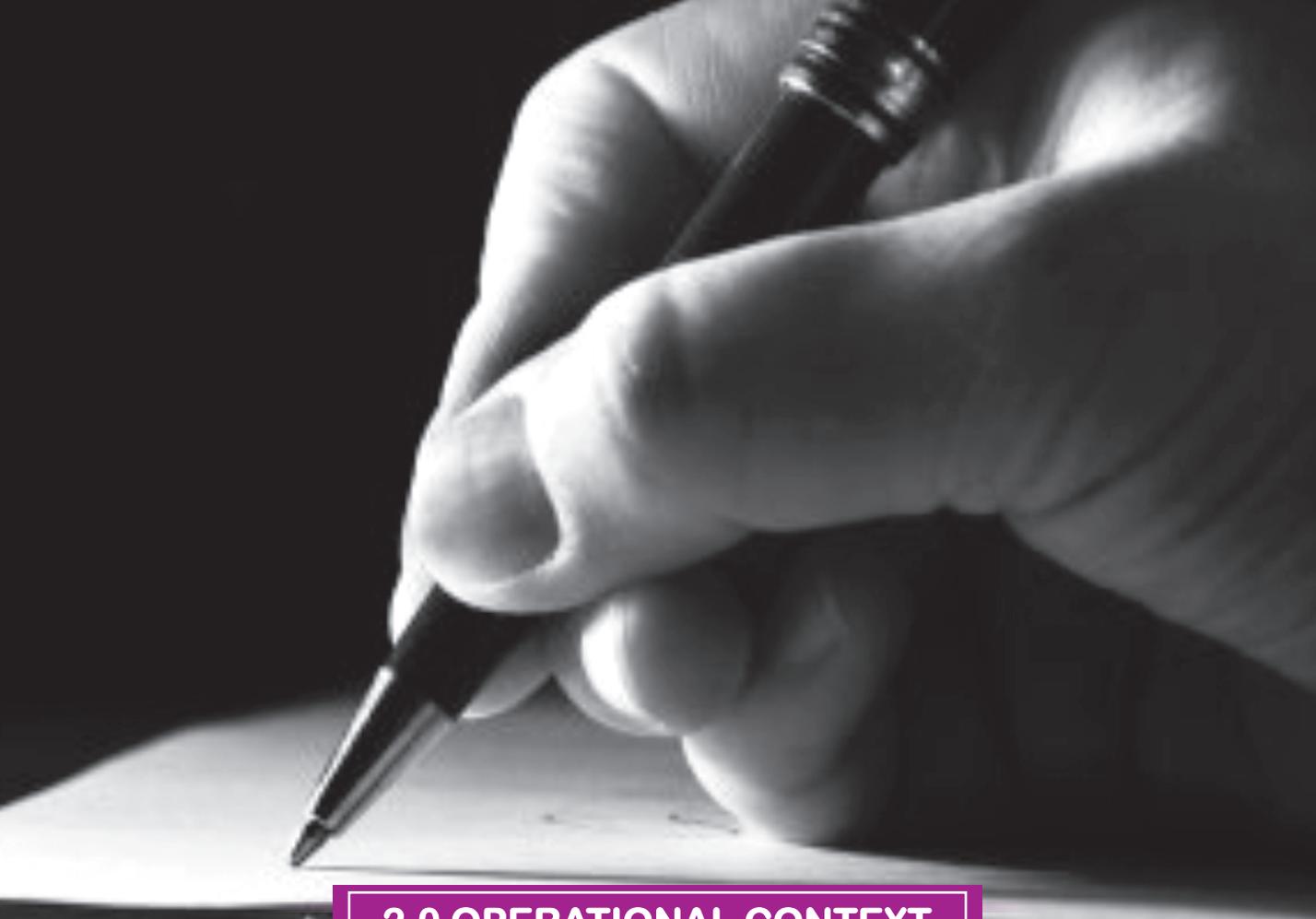
1.0 INTRODUCTION

This strategic plan confirms SEND-GHANA's commitment to the poor and marginalized who make up 28.5% of Ghana's population. The plan responds to global and national economic, and political forces widening the gap of inequalities in Ghana. It will consolidate SEND-GHANA's 16 years' experience of contributing to a more equitable society. First of all, it will strengthen SEND-GHANA's grassroots and national partnerships to promote good governance practices of accountability, transparency and equity. Second, it will enhance SEND-GHANA's work toward empowering farmers, small scale entrepreneurs and rural commercial women to improve on livelihood security in resource-poor and conflict-prone communities.

Budget advocacy is the focus and driver of Strategic Plan 2014-18. The purpose is to maximize equity in Ghana by promoting ownership of national and district budgets by the poor. SEND-GHANA will respond to the growing inequities in Ghana by implementing seven new strategic directions with corresponding organizational

change. With these strategic directions, SEND-GHANA will be repositioned to leverage new opportunities to champion citizen participation in national and district budget processes. When budgets are driven by the promotion of social and economic equity, SEND-GHANA's vision will be closer to reality: “Ghana where rights of all citizens are guaranteed.”

The management team of SEND-GHANA is grateful to Christian Aid and Diakonia who provided grants to fund the preparatory activities in advance of writing this Strategic Plan. The process of preparing this plan benefitted from the participation of all SEND-GHANA's stakeholders: board, staff, implementing partners, project principals, donors and other NGOs. Guided by this plan, SEND-GHANA, will champion equity issues in result-oriented and innovative ways in the next five years.



2.0 OPERATIONAL CONTEXT

Ghana has made significant economic and political progress since the introduction of the poverty reduction development strategies in 2001. However, according to the Millennium Development Goals (MDG) Progress Report¹, the gap between the haves and have-nots remain a major development challenge. Ghana has attained lower middle-income status and the economy has been further strengthened by the recent discovery of oil. Ghana is on track to achieving the first three MDGs.² However, in the three regions in northern Ghana where the greater part of SEND's work is concentrated, the national trend does not hold. For example, in 2007, the number of people joining the ranks of poverty increased in northern Ghana by 0.9 million. At the same time in southern Ghana poverty was reduced for 2.5 million people. Furthermore, the three health-related MDGs³ are unlikely to be met. Ghana is likely to meet MDG 7, provision of

¹2010 Ghana Millennium Development Goals Report, July, 2012.

²1, 2 and 3: half the proportion of the population living in extreme poverty; attaining universal primary education and gender parity at primary and high school levels.

³4, 5 and 6; reducing under-five and maternal mortality as well as halting HIV-AIDs are unlikely to be met.

access to clean water. However, Ghana may not realize three other environmental targets: reversing the loss of natural resources, access to modern sanitation facilities and improvement in the lives of the urban slum population.

Politically, Ghana has a thriving multi-party parliamentary and decentralised governance system. In the last two decades, it has had several national and local elections resulting in changes of power from one political party to another. In 2013, Ghana successfully settled a post-elections dispute through the court system without resorting to the violence that is seen in other African countries.

For the past twenty years, Ghana has pursued decentralization, even though the process is still faced with a number of challenges, including inconsistent fiscal decentralization and weak administrative infrastructure. Decentralized departments are hindered by existing human and physical capacities. Furthermore, unit committees and area councils, the foundations of the decentralised system, are the most under-resourced and least functioning. The two primary sources of revenue for district assemblies, the District Assembly Common Fund (DACF) and Internally Generated Funds (IGF), are unreliable and insufficient to support meaningful local development initiatives. Management guidelines for these funds are not adhered to by the Assemblies and Ministries Departments and Agencies (MDAs).

Other issues impinging on governance include mechanisms for participation of non-state actors including Civil Society Organisations (CSOs) and traditional authorities. Citizen involvement in developing local government medium-term plans is limited, even though by law, the public is expected to own the process. Moreover, women's participation, whether elected or as civil servants, is low. As a result, the MDG target for women's participation in governance will not be met. Women parliamentarians accounted for only 7% and 10.6% in 2009 and 2012 respectively. Women assembly members did not exceed 7% in 2009 and 2012. Low representation in governance processes by civil society and women is indicative of other limitations.

The financial management system continues to have the following weaknesses: low citizen participation in the budget process; large discrepancies between planned budgets and actual implementation; weak involvement of oversight institutions, i.e. parliament; delays in the release of statutory funds; lack of accessible information on budgets, among others. The net effect of these factors is low levels of transparency and accountability in the planning and implementation of the national and district

budgets. Various measures have been put in place by government to strengthen its public financial management system: 1) Financial Administration Act 2003, 2) Financial Administration Regulation 2004, 3), Financial Memoranda for District Assemblies, 4) Public Procurement Act 2003, 5) Guidelines for the Utilization of the Common Fund, 6) Local Government Act, 1993. Despite these laws and guidelines, government financial systems are not efficient. Ghana, which is now increasingly dependent on its ability to generate funds internally, needs to have these systems in place if it is to follow its planned development trajectory.

Now, more than ever, there is the need for CSOs to work with citizens to hold government at local and national level accountable. However, the capacity of civil society to champion demand-side accountability is challenged by a number of factors. First, external funding for indigenous Research and Advocacy Organisations (RAOs) has been drained by the global financial crisis. Second, civil society organizations involved in governance work are only few, urban-based, with limited grassroots constituency. Third, RAOs have experience promoting accountability and transparency targeting donor-funded pro-poor programs. It is much easier to get information about donor programs than it is for government funds and projects. Even with these challenges, there still exist opportunities and enabling space for governance work in Ghana. Despite the fact that the Right to Information Bill has not yet been passed, the political environment is adequately opened up for civil society to influence government. Members of parliament, government ministers, assembly members and leaders of political parties participate in civil society forums without political pre-conditions. Also, there are diverse media actors, both private and government, willing to collaborate with civil society on promoting good governance issues.



3.0 ORGANIZATIONAL EVOLUTION

Since it started in 1998, SEND has progressed through four phases to become one of West Africa's leading civil society organizations, operational in three countries: Ghana, Liberia and Sierra Leone.

SEND-GHANA, the oldest of the three SENDs, has evolved through four phases. From its beginning in 1998, Phase One focused mainly on establishing a co-operative approach to mobilizing and training farmers, women and youth to promote livelihood security. Soya bean production and nutrition education were the key activities. In Phase Two (2001-04), the scope of the livelihood programme was expanded to include micro-financial services which targeted rural commercial women. At the same time, SEND's policy research and advocacy program was initiated to mobilize and train civil society organizations to monitor the Ghana Poverty Reduction Strategy in 2001. The key project during this phase was the Ghana HIPC Watch. In Phase Three (2005-08), SEND built grassroots coalitions to support its policy advocacy work. District HIPC Monitoring Committees, now called District Citizens Monitoring Committees (DCMCs) were led by local Focal NGOs.

They worked with District Assemblies to monitor and hold government accountable for debt relief resources meant for poverty reduction. The experiences of the HIPC Watch Project were scaled up into the Grassroots Economic Literacy and Policy Advocacy Programme (GELAP). The geographical coverage was also increased from three administrative regions to seven. Activities of the livelihood programme were expanded with emphasis on market access development using ICT and micro-financial services.

During Phase Four (2008-12), SEND-GHANA saw major achievements at several levels. SEND-GHANA, SEND-LIBERIA and SEND-SIERRA LEONE were registered as national affiliates of SEND-WEST AFRICA. SEND-GHANA served as the Secretariat for SEND West Africa, providing oversight and technical support to each affiliate. The management of SEND-GHANA was restructured and streamlined to be more accountable and transparent to the Board. A Senior Management Team was formed, and the financial and human resource management systems were revised and updated. The head office of SEND-GHANA was relocated to Accra from Tamale. Directors for SEND-GHANA, programmes and finance and human resources and administration were relocated to the Accra office.

Under the previous strategic plan, Eastern Corridor Livelihood Security Promotion Programme (ECLSPP) increased the operational districts from 5 to 8. These districts are in Northern and Volta Regions and are among the poorest districts in Ghana. They are also conflict-ridden and prone to natural disasters. The ECLSPP is an integrated development programme comprising two key components: (i) micro-financial services and small-scale enterprise development, and (ii) food and nutrition security with peace building. Gender equality and equity promotion is a cross-cutting activity in each component. ECLSPP contributed positively to the economic and social transformation of target communities. Institutional reforms, coupled with innovative programming strategies, empowered the beneficiaries with new platforms, technical and social skills to take advantage of opportunities to improve income, food and nutrition security. For example, under the financial services there were:

- Three mini-projects that developed into SEND Financial NGOs (SENDFiNGO): Small-scale enterprise development targeting young entrepreneurs; development of community-based credit unions involving salaried workers and farmers; and micro-finance for rural commercial

women were restructured into SENDFiNGO. SENDFiNGO's core mandate is to promote credit union development and women's access to micro finance. SENDFiNGO inherited more than US\$ 250,000 to serve as Trust Fund from CORDAID, Netherlands.

- Six credit unions became full members of CUA: Kpandai, Bimbilla, Salaga, Chamba, Tamale and Kete Krachi became full members of the Credit Unions Association of Ghana (CUA) and capable of covering all their running costs.
- SENDFiNGO facilitated the establishment of 7 new credit unions in Salaga, Boare, Tatale, Chereponi, Nalerigu, Sang and Zabzugu.
- Credit union membership increased from 5,000 to 12,000 with women representing 60%. Financial assets have increased from GHS1.2 million to GHS3.5 million, and loans to members from 1.1 million to 1.5 million. Women account for 45% of the loan beneficiaries.
- The number of rural commercial women accessing micro finance through SENDFiNGO and credit unions rose from below 6,000 to more than 11,000 in 2013. Women who graduated from micro finance (loans below GHS 100) to credit unions (loan of GHS 5,000 to 10,000) increased from less than 400 to more than 2,700 by 2013.

Examples of achievements under the food and nutrition security and peace education:

- Under the Farmers Capacity Building Project, 47 family-based farmers' co-operatives expanded membership from below 2,000 to 5,000 and were reorganized into the Salaga, Chamba and Kpandai Zonal Co-operatives. Each Zonal Co-operative has an office facility with rooms for holding meetings and training workshops. The co-ops have become assertive in demanding extension services from the Ministry of Food and Agriculture (MoFA) for their members. Even more importantly, co-op meetings and activities are used to promote peace education and conflict management skills in all the operational communities across the districts.
- The Eastern Corridor Agro-Marketing Information Centre (ECAMIC)

innovated market access for farmers in two ways: by establishing inventory credit facilities that allow farmers to store their harvest while they search and negotiate for better prices; the use of ICT, especially mobile phones, to monitor market prices and sell their crops. Thousands of individual farmers and women petty traders have adopted mobile technology to identify markets, track price movement and negotiate with customers.

- The sale of soya beans has boosted household income. Total income earned by farmers from the sale of soya beans rose from GHS 8,723.00 in 2001 to GHS 51,613.00 in 2012. Consumption of soya beans has reduced malnutrition among children. A nutritional impact survey in 2008 found that the prevalence of undernourishment in the co-operative members was 8% stunted, 7% underweight and 4% wasted compared to 29, 21 and 13 respectively for non-co-operative households⁴.
- Multifunctional platform machines to reduce women's workload in food processing were successfully piloted and 10 are owned by women's group of more than 200 members. The women are capable of operating and repairing the machines.
- The Climate Change Resilience Project is being successfully piloted in 5 communities and is empowering hundreds of women and men farmers with knowledge and skills to adapt climate change sensitive farming practices. For example, women groups are intercropping soya beans with drought resistant tree species in woodlots. In 2013, one of the women groups earned more than GHS 5,000 from the sale of soya beans.
- Through the use of gender model families, strengthening of community gender champions and gender training for men and women leaders in the credit unions and farmers' co-operatives, hundreds of men leaders have been mobilised and are supporting women's empowerment. Moreover, women have been equipped with knowledge and skills to serve as leaders in the farmers' cooperatives, community-based credit unions and association of peace animators. Even more importantly, the entire leadership of the rural

⁴SEND's Approach to promoting Nutrition Security in the Eastern Corridor of Northern Ghana: Impact and Experiences

commercial women associations and women loans groups are women. Having confident and skilled women leaders in communities and within organisations ensures that gender issues remain a priority of SEND's programme in the Eastern Corridor.

During this phase, GELAP underwent significant institutional strengthening with the establishment of the Ghana Participatory Monitoring and Evaluation Network (PM&E Network). The PM&E Network is the largest membership-based organisation inclusive of government and civil society organisations championing the promotion of good governance practices at national, regional and district levels. Membership consists of 50 District Citizen Monitoring Committees (DCMCs), 50 Focal NGOs, 50 district assemblies, and 4 regional co-ordinating councils (Greater Accra, Northern, Upper East and Upper West Regions). Also, national level CSOs serve on the Ghana PM&E Network. In total, the DCMC comprise 550 community-based development organisations. The PM&E Network is the main platform for executing GELAP activities, for example policy dialogues, at district, regional and national levels.

With GELAP, SEND-GHANA influenced the following pro-poor programmes to maximise their impact on the poor's access to education, health services, credit facilities and market access.

- Through the project “Making decentralization work for the Poor,” SEND-GHANA successfully led the campaign to operationalize the 2% share of the District Assemblies Common Fund for persons with disability. All the districts in Ghana now have dedicated accounts and Fund Management Committees which include persons with disability. Even more importantly, persons with disability are accessing the fund and investing in their education, health and small businesses.
- SEND's work on the Ghana School Feeding Programme (GSFP) has resulted in better targeting so that needy districts and communities can access the programme, especially in the Northern parts of the country. In addition, the programme purchases locally-grown food. Farmers and school management committees work together to support local agriculture. More private sector organizations support farmers to grow food for the programme, and also sponsor hygiene activities, such as de-worming, and nutrition education.

Because SEND exposed inefficient operational elements at school, district and national levels, the programme was re-structured and this helped to increase community participation in decision-making.

- In 2009, SEND started to monitor the implementation of Education Capitation Grants to improve on the management and utilization of the funds. SEND has increased awareness on the purpose of the Capitation Grant among the stakeholders, including head teachers, School Management Committees (SMCs), circuit supervisors and district staff of the Ghana Education Service. Many schools which did not have School Management Committees have put them in place. As a result, schools now prepare School Performance Improvement Plans (SPIPs), a requirement for the utilisation of the grant. Also, heads of schools account properly for the funds and post their expenditures on public notice boards. Overall accountability has increased in many of the schools, because sanctions were introduced and enforced for schools which did not comply with grant regulations and guidelines.
- SEND's work on the Ghana School Feeding Programme and the Education Capitation Grant has had significant impact on school improvements. Communities have been mobilized to take advantage of the Free Universal Basic Education policy, which has contributed to an increased in primary school enrolment as highlighted in the 2012 MDG Progress Report.
- In partnership with our allies, the Ghana Trade and Livelihood Coalition (GTLC), and the Peasant Farmers Association of Ghana (PFAG), we advocated protection of the local market. As a result, public institutions bought more locally-produced rice. Together with PFAG, we have successfully lobbied MoFA to increase the number of agricultural extension staff by employing national service personnel.
- SEND-GHANA is the first CSO in Ghana to do agricultural budget tracking and advocacy to hold government to account for its commitment to increase investment in the sector. In response to our PM&E findings of 2009 and 2013, the government has not only increased budgetary allocations to agriculture, but surpassed its commitment of 10% of the national budget. District Assemblies have stepped up provision of credit facilities, tractor

services and other inputs to small producers. The advocacy activities of SEND and its allies contributed to government's pledge to devote a percentage of oil revenues to the development of the agricultural sector. In partnership with other members of GRASP, an Africa-wide network for Global and Regional Advocacy for Small Producers, we lobbied the African Union, European Union, and the governments of Malawi, Tanzania, Zambia, and Uganda to improve the policy environment for small-scale farmers.

- SEND has also engaged with the National Health Insurance Scheme (NHIS) to increase access to Persons with Disability, indigents, and pregnant and breastfeeding women. These groups were not aware of the benefits that they were entitled to. From 2010, SEND could claim responsibility for contributing to increased registration of different categories of disadvantaged people, including alleged women witches (from camps where they reside), persons with disability, persons with mental challenges, and adolescent girls.

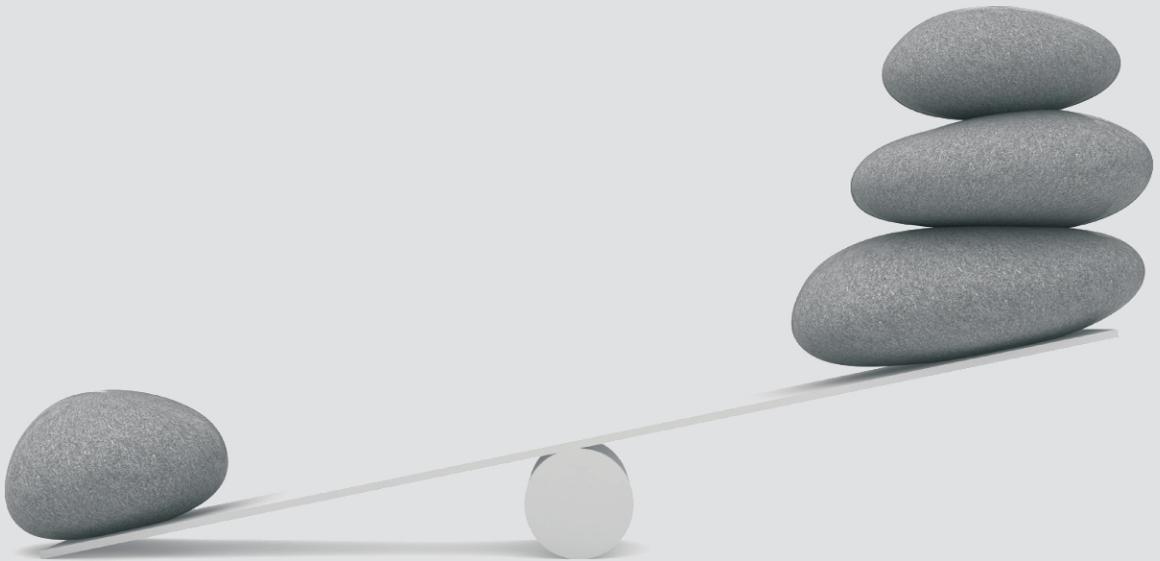
Finally, SEND served as the Secretariat for the Ghana Aid Effectiveness Forum (GAEF), which comprised fourteen different civil society platforms with over 100 organisations working on women's rights, health, and education, access to information, governance, youth issues, agriculture and anti-corruption. SEND was able to facilitate these coalitions to undertake budget monitoring and advocacy activities. Advocacy activities focussed on accountability and transparency of the budget; poverty reduction; and compliance with the Accra Declaration on Aid Effectiveness and Post-Busan Development Effectiveness Agenda.

SEND's organizational achievements include a Gender Manual for staff to use so that projects maximise their gender equality results by putting in place measures for gender equity. It also has tools to guide management actions, such as staff recruitment and communications,

In recognition of SEND-GHANA's innovative use of PM&E to advance the MDGs and good governance practices, it won the One Africa Award. SEND used the resources to acquire a permanent office in Accra, which houses both SEND-GHANA's head office and the office of SEND-WEST AFRICA.

In implementing its last strategic plan 2008 to 2013 (Phase Four), SEND-GHANA was confronted with a number of challenges. The global economic and financial crisis significantly transformed the NGO funding landscape. International NGOs that provided institutional and programme funding have either stopped entirely, or are only providing limited funding for programmes. Institutional or core funding is almost a thing of the past. The major sources for funding are multilateral, mainly for programming, and only accessed through competitive bidding. This contrasts with its former approach which involved developing our own projects with communities and then seeking funding for them. This situation notwithstanding, SEND has been successful in winning projects funded by a number of new donor partners.

Phase Five (2014-2018): In view of the widening income, gender and geographical inequalities in Ghana, SEND's focus in its fifth phase will be budget advocacy and an expansion of its co-operative and integrated approach to livelihood security. National and district budget advocacy will create an enabling environment to address inequalities. Through the livelihood security development programme SEND will empower farmers, women and youth with skills, resources and platforms to take advantage of emerging economic opportunities.



4.0 COMPARATIVE ADVANTAGES

SEND-GHANA has the following comparative advantages to other national NGOs:

1. Part of the SEND-WEST AFRICA family which gives it access to resources and experience sharing opportunities for learning and development of staff and programmes;
2. Through SENDFiNGO, participants in our livelihood programme can access financial services;
3. One of the few organizations in Africa that has a track record and a methodology for promoting social accountability. SEND's PM&E methodology is widely acknowledged as a best practice;
4. Leadership that has been involved in the development of innovative tools for the livelihood and governance work, i.e. use of the credit union with microfinance approach and PM&E methodologies;

5. PM&E Network linked to more than 550 grassroots organizations, 50 Focal NGOs, and 50 District Assemblies. SEND has worked with some of these groups for more than 10 years. This makes SEND-GHANA among the few NGOs in Ghana with partnerships at district, regional and national levels, and with the capacity to work in rural and urban communities;
6. A proven track record and credibility with identifiable marginalized groups: persons with disabilities, farmers and women. SEND has proved to groups that it can deliver and provide them with access to improved government services;
7. One of the few NGOs that has a gender policy that guides both programmes and management systems. SEND's Gender Policy is the responsibility of its Chief Executive Officer (CEO) who ensures its implementation;
8. A track record for effective management of donor funds, both international NGOs and multilaterals;
9. Good relationship with the media. SEND has more than 10 years of experience with community radio in promoting good governance, accountability and transparency;
10. Successful re-engineering of its fund raising skills and strategies making it possible for SEND to develop new partnerships including the private sector.



5.0 CORPORATE IDENTITY

PRINCIPLES

The following principles underpin SEND's mission:

- Development is a human right that provides men and women with equal opportunities to actively participate in and contribute to the political, economic and social transformation of their communities.
- Development is multi-dimensional involving economic, political and social issues, requiring integrated programming approaches to promote community-driven development initiatives, economic literacy and policy advocacy.
- Forging strong partnerships with state and non-state actors that are characterised by mutual accountability, openness and effective communication provide an enabling environment for innovative development programming.
- Self-managed community-based organizations are catalysts for promoting sustainability of development processes and initiatives.



Vision

A Ghana where people's rights and well-being are guaranteed.



Mission

We work to promote good governance and equality for women and men in Ghana.



Core Values

SEND-GHANA is driven by a strong belief in the potential of PEOPLE to guide our core values:

- *Participatory decision-making and development*
- *Equality of women and men*
- *Openness and Accountability*
- *Partnership for human development*
- *Learning, Innovation and sharing of knowledge*
- *Enabling Action based on information.*



6.0 STRATEGIC DIRECTIONS FOR 2014 - 2018

The overall development goal for the next five years (2014-2018) is:

“Making Ghana work for equity through budget advocacy and livelihood security interventions for the poor, vulnerable and marginalised in society.”

Strategic Direction 1— Promote Social Accountability at all levels of governance in national, sector and district assembly budgets to maximize poverty reduction

Over the years, SEND has used PM&E methodology to promote transparency, accountability and equity. We have focussed on service delivery issues of pro-poor programmes in health, education and agricultural sectors. However, we did not always look closely enough at the macro and sector context regarding budget transparency and accountability as well as allocation. The result has been that we have not been as successful as we wanted to be in persuading government to reallocate resources to respond to our demands.

We will continue to target the same strategic programmes in priority social sectors,

but will also include influencing the preparation and implementation of national, sector and district budgets. With this approach, we will identify factors that are hindering the government from addressing equity issues within its budgets. We will demand appropriate strategies to mainstream a consideration of equity at every opportunity within the government's business cycle. We will also address public financial management practices that affect the extent to which the budget is administered in a transparent and accountable manner. PM&E Network members will be mobilised and trained to influence the national budget cycle as well as district medium term development plan and annual budgets. For example, through citizen budgets, the PM&E Network will influence development of budget priority-setting exercises. District town hall budget review sessions will be held to generate citizens' feedback on the implementation of budgets. SEND will support multi-stakeholder platforms so that the poor can leverage alliances to strengthen their bargaining power and influence the budget and budgetary processes for greater equity.

Outcome:	Indicators to assess progress:
Increased access to social services by the poor and marginalized	<ul style="list-style-type: none"> • Type, timeliness and usability of national and district budget information available to the public • Number of the poor and marginalized accessing social services disaggregated by gender

Activity 1: Budget Advocacy – district, sector and national budgets analysis (Agriculture, Education, Health, Social Protection, Water and Sanitation)

Activity 2: Monitoring of local government development resources (DACF& IGF)

Activity 3: Monitoring of Domestic Revenue Mobilization and Utilization

Strategic Direction 2—Maximize the impact of social protection policy and programmes on the poor

Under its previous strategic plan, SEND focussed on discrete social programs independently from national social policy budgetary allocations. Now, SEND will work on each programme within the context of broader national policies in order to influence greater effectiveness and to promote accountability and transparency in national budgets. By using social accountability tools, the PM&E Network will

engage stakeholders, including implementing agencies and beneficiaries, to ensure that the objectives of each social protection programs are met. Toward this end, SEND will complement the monitoring and evaluation activities of the state institutions charged with the responsibility of implementing social protection programmes. Thus, under this new plan, SEND will develop partnerships with the ministries responsible for each programme.

Outcome:	Indicators to assess progress:
Improved impact of social protection programmes on the intended beneficiaries such as school children, children under-five, pregnant women, breastfeeding mothers and the poor and vulnerable.	<ul style="list-style-type: none"> • Type, timeliness and usability of budget information of social protection programmes • Number of beneficiaries of social protection programmes disaggregate by sex and geographic location

Activity 1 – Budget monitoring of government social protection policies and programmes

Activity 2 – Monitor maternal and child health programmes

Activity 3 – Monitor NHIS

Activity 4 – Monitor Livelihood Empowerment Against Poverty (LEAP)

Activity 5 – Monitor Ghana School Feeding Programme

Activity 6 – Monitor Capitation Grant

Strategic Direction 3— Improve Farming Technologies for Small-scale Food Crop Farmers

Previously, SEND's work on agriculture and trade policies focussed on improving market access of small-scale farmers, intensifying production, increasing investments and strengthening extension services. Now, we will increase access of farmers to improved technologies, including high-yielding seeds, fertiliser and land preparation facilities. More importantly, SEND will combine its advocacy efforts with service delivery in order to improve the impact on farmers and allied traders. Farmer co-operatives' capacity to advocate will be strengthened and they will be networked with DCMCs in the operational districts of the Livelihood Programme in Northern Region. In districts without farmer cooperatives, DCMCs will be supported to work

with Farmer-Based Organisations (FBOs) on the District Assembly Food Security, Agricultural Sector and Nutrition budgets. Before, SEND's advocacy targeted MoFA at national level; however, in this plan, it will also target districts. SEND will remain active in trade and economic justice campaigns such as the Oxfam-led GROW. It will strengthen partnerships with the PFAG, GTLC and continental and sub-regional level like-minded organisations to continue promoting equity for small-scale food crops farmers in Africa. It will also join the Ghana Civil Society Coalition on Scaling Up Nutrition Movement (SUN) and to use it as a platform for nutrition budget advocacy. The regional programme to be developed by SEND-WEST AFRICA will provide opportunities for SEND-GHANA, SEND-LIBERIA and SEND-SIERRA LEONE to collaborate on agriculture policy advocacy.

Outcome:	Indicators to assess progress:
Increased access to sustainable and gender-equitable agricultural and food technologies	<ul style="list-style-type: none"> • Type, timeliness and usability of agricultural sector budget information, e.g. investments, extension services, women in agriculture and nutritional programmes • Number of beneficiaries of agricultural and food programmes and investment disaggregated by sex and geographic location

Activity 1: Budget advocacy – national and district budgets allocated to improve farming technologies and extension services for food crop farmers

Activity 2: Budget advocacy – national and district nutrition budgets

Activity 3: Expand credit facilities for farmers to access tractor services in the Eastern Corridor, Northern Region

Activity 4: Expand soyabean production and community-based nutrition education in the Eastern Corridor of northern Ghana.

Strategic Direction 4— Advance ICT for governance and poverty reduction

SEND uses ICT for diverse purposes: research and advocacy, and promoting farmers' access to market and information. Training for farmers on how to use ICT to access markets will be expanded. Under this plan, community radio stations will be mobilised to disseminate market information and to educate farmers about climate change adaption strategies. The Livelihood Programme in partnership with SENDFiNGO and credit unions will expand the use of ICT to promote interaction between rural entrepreneurs and urban markets. Interaction between PM&E Network members, citizens and policy makers at national, regional and district levels will be increased through the use of ICT. In collaboration with Voto Mobile, SEND will establish e-platforms to be used by PM&E Network members to support the PM&E phases of policy literacy, research, advocacy and follow-up. Also social media platforms such as Facebook, YouTube and Twitter will be used to promote PM&E activities, including advocacy messages.

Outcome 1:	Indicators to assess progress:
Enhanced citizens' participation in governance at national, regional and district levels	<ul style="list-style-type: none"> • Number of citizens using ICT platforms (including social media) for engagement in governance processes disaggregated by sex • Percentage of PM&E Network (DCMCs and FNGOs) members using ICT platforms (including social media) to influence budget processes and pro-poor programme implementation at district and national levels disaggregated by sex
Outcome 2: Increased income of smallholder farmers	<ul style="list-style-type: none"> • Number of smallholder farmers using ICT to access market information disaggregated by sex • Number of smallholder farmers using ICT to influence agricultural sector investments disaggregated by sex

Activity 1: Establishment of a platform to amplify the voice of poor people, farmers, PWDs and women

Activity 2: Expand the use of mobile phone technology for market access

Activity 3: Promote mobile phone technology to improve women's access to maternal health services and care

Activity 4: Use ICT for budget monitoring and advocacy

Activity 5: Use ICT for financial services

Strategic Direction 5-Building community resilience to mitigate climate change

For the last two years, our pilot project to integrate soya bean production with the development of woodlots has been successful in providing income for farmers and empowering them with knowledge and skills to address nutrition and environmental issues. Soya beans are intercropped with various species, including cassia, mangoes and oranges. SEND will expand this programme to include new communities in the Eastern Corridor districts and scale up in the Upper West Region. Alongside the woodlot programme, SEND will provide capacity building support to women groups in the areas of leadership and management training to equip the women with skills so they can run the co-operatives in a sustainable manner; and advocacy training to enable the women to partner SEND to influence the government's climate change policies, strategies and programmes.

Outcome:	Indicators to assess progress:
Increased resilience of smallholder farmers to climate change	<ul style="list-style-type: none">• Number of smallholder farmers influencing climate governance at district and national levels disaggregated by sex• Number of smallholder farmers practicing climate change adaptive strategies disaggregated by sex

Activity 1: Train women's groups on climate change adaptation strategies

Activity 2: Provide credit facilities to access inputs for woodlots

Activity 3: Climate change policy advocacy

Activity 4: Promote transparency and accountability in climate change financing

Strategy Direction 6– Maximize the impact of SADA on Poverty Reduction in Northern Ghana

During the implementation of our previous strategic plan, we worked to shape the debate regarding the programme content as well as the passage of the SADA bill into an Act of Parliament. Since then, SEND has been selected as the lead for the CSO platform on SADA. Under this plan, SEND will monitor resources allocated to SADA and promote accountability and transparency in program implementation. Through these measures, SEND will enable SADA to maximise its impact on the poor in the three regions in Northern Ghana thereby contributing to greater geographical equity in Ghana.

Outcome:	Indicators to assess progress:
Increased impact of SADA initiatives on beneficiaries	<ul style="list-style-type: none">• Type, timeliness and usability of budget information on SADA initiatives• Number of beneficiaries of SADA initiatives disaggregated by sex

Activity 1: Promote transparency and accountability in the management of SADA budgetary resources.

Activity 2: Monitor the implementation of SADA initiatives to maximise impact on communities.

Strategic Direction 7– Establish a unit for providing technical services to other organizations in the use of PM&E

SEND's decade-long use of PM&E is among the best practices in the promotion of social accountability in Africa. SEND has been approached by CSOs and international development organisations within and outside Ghana for technical assistance on how to use PM&E. Also district assemblies have expressed interest and willingness to apply PM&E. Under this strategic plan, SEND-GHANA will establish a Technical Services Unit (TSU) to respond to the growing demand for training on the application of PM&E. Led by SEND-WEST AFRICA, the unit will start under a cost recovery management arrangement.

Outcome:	Indicators to assess progress:
Increased application of PM&E methodology	<ul style="list-style-type: none"> • Number of CSOs using PM&E methodology • Number of participants in PM&E clinics disaggregated by sex • Percentage of core costs financed with resources raised from technical services rendered

Activity 1: Set up PM&E advisory services

Activity 2: Run annual SEND PM&E Clinics for CSOs within and outside Ghana

king.
change (chā
make diffe
change; int
give or cau

7.0 ORGANIZATIONAL CHANGE

In order to effectively implement and manage this strategic plan, SEND-GHANA will put in place the following institutional arrangements:

1. **SEND's West Africa Office will be located in Accra.** It will be responsible for co-ordinating and supporting all three affiliates of SEND: SEND-GHANA, SEND-LIBERIA, and SEND-SIERRA LEONE. Under the previous strategic plan, SEND-WEST AFRICA supported all three affiliates to implement their national programmes and projects. In post-conflict Liberia and Sierra Leone, it focussed mainly on livelihoods and women and governance. Under this new plan, it will implement regional programmes at two levels. In West Africa, SEND will work with civil society organizations and member states of the Economic Community of West African States (ECOWAS) to influence policy change in agriculture, health, education, water and sanitation and social protection. In post-conflict Liberia and Sierra Leone, SEND will support civil society to influence the Mano River Union Secretariat and

member states. This programme will work with youth and women, focussing on advocacy for good governance. At both levels, SEND will draw on its livelihood development framework and its policy work experiences using PM&E to promote social accountability.

2. **Integrate the management systems for GELAP and Livelihood and Food Security programmes.** Previously GELAP and Livelihood programmes ran separately. Now, offices in Accra, Tamale, Wa and Salaga will integrate all SEND programmes with a single administrative management system that supports all of the programmes in that geographic area. This includes human resources, finance and administration, logistics and communications. The new organizational chart and administrative set-up for the operational centres are provided in Annex I.
3. **Operational integration of GELAP and the Livelihood and Food Security programmes.** In addition to integrating the management systems of GELAP and the Livelihood and Food Security programmes, SEND will integrate their operations. This will be done in order to deliver our programmes in a more coordinated manner, maximizing our use of resources. In this way, we will leverage our programme experiences for greater impact. The integration will happen initially in eight (8) districts in the Northern Region where the Livelihood programme is being implemented, and later in the Upper West in districts where GELAP is being implemented. For GELAP, PM&E teams would be established based on key PM&E themes: health, education, agriculture, water and sanitation, budget monitoring and District Assembly Common Fund. These teams will be strengthened by improving staff competencies and specialization, so that GELAP and PM&E will have even greater influence.
4. **Strengthen internal management systems so that they support a learning organization.** SEND's M&E system will have a dual purpose: 1) provide monitoring information on each of the programmes and projects that we are implementing to account for development results and commitments to our partners; 2) promote learning and sharing from our experiences so that we can become more effective in the use of resources to maximize development results. SEND will establish a specialized unit for Learning and M&E. In addition, we will archive all our reports so that they are available for

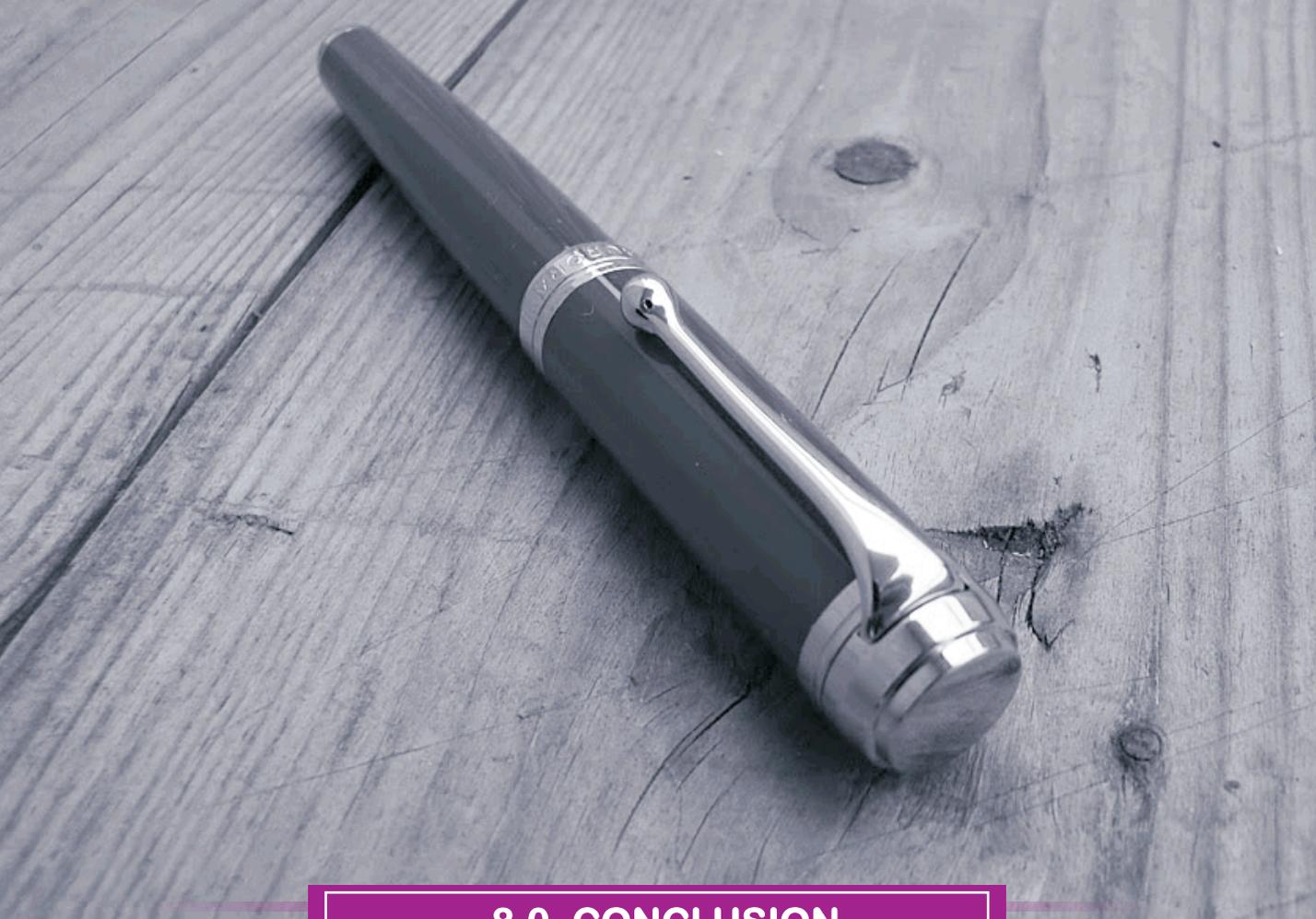
experience sharing. To facilitate this work, SEND has a Technical Advisor and Professional Associates in the following areas: agriculture, climate change, food security, gender and social equity, organizational performance, results-based and knowledge management and staff development.

5. **Gender mainstreaming:** Both management and programme staff will undergo refresher training to be more adept at identifying gender inequities and using suitable tools in SEND's Gender Manual to address them. SEND has a solid reputation for its work in promoting Gender Equality in its programmes, as well as in the organization. SEND will draw on its expertise to develop gender tool kits that can serve our stakeholders: implementing partners, focal NGOs, credit unions, farmers' cooperatives and SENDFiNGO. These tools will make our staff and partners accountable for addressing gender issues for greater equity. We will ensure that gender monitoring also reflects our ability to put in place strategies to attract and retain qualified women staff.

6. **Downward accountability mechanisms.** SEND's downward accountability mechanisms empower SEND's local stakeholders, especially beneficiaries of our programmes, to hold SEND accountable for resources and development results. We will be accountable by providing them with information about project budgets, activities and expected benefits to which they are entitled. The tools that we have started to develop are: notice boards, radio, accountability forums and newsletters. Downward accountability is consistent with SEND's mandate to promote accountability and transparency; and also with SEND's mission to empower our beneficiaries to demand accountability from duty bearers, including SEND.

7.1. Provisional Operational Plan and Budget

In all the different strategic directions there are on-going projects for which some funding has already been secured. Management will continue to prioritize fundraising to ensure that this strategic plan is fully implemented.

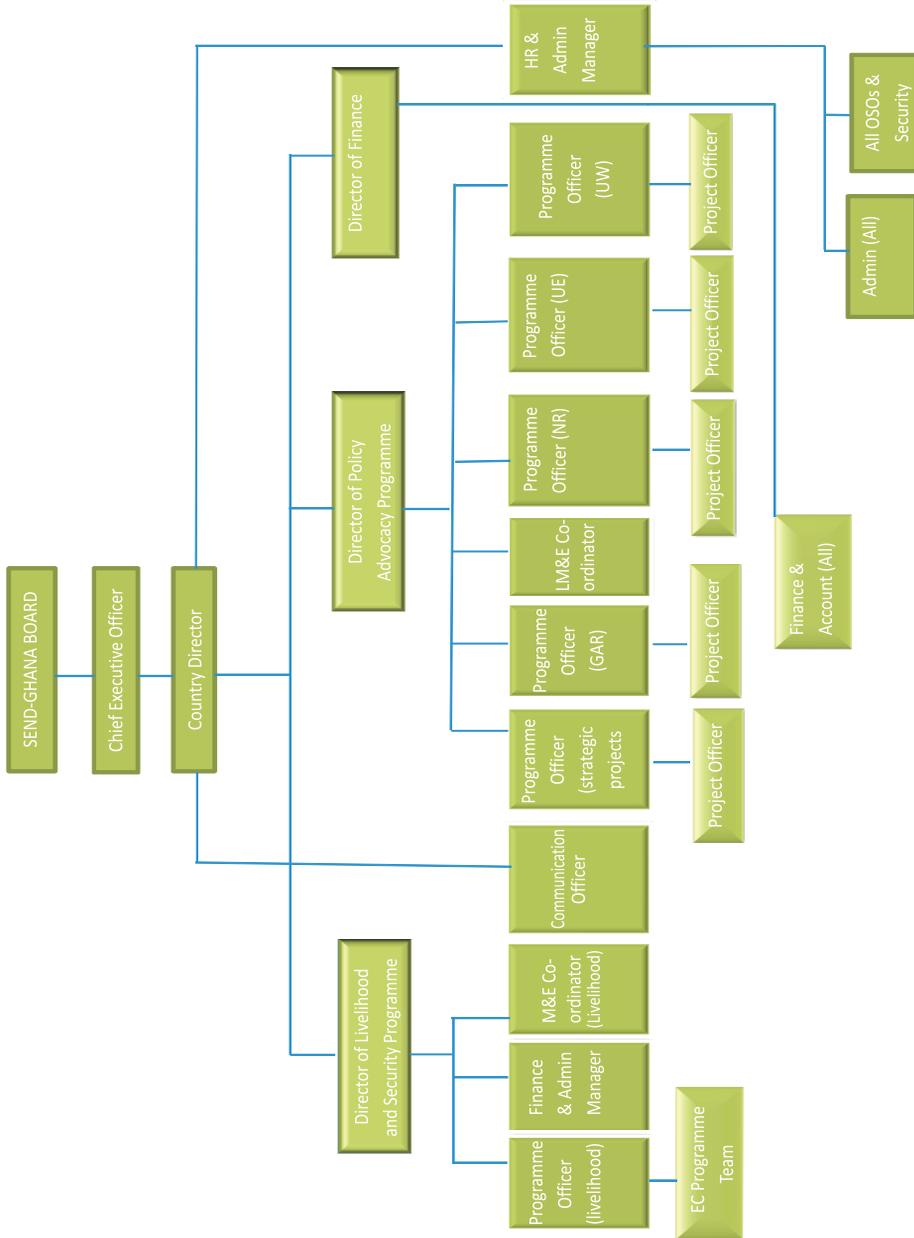


8.0. CONCLUSION

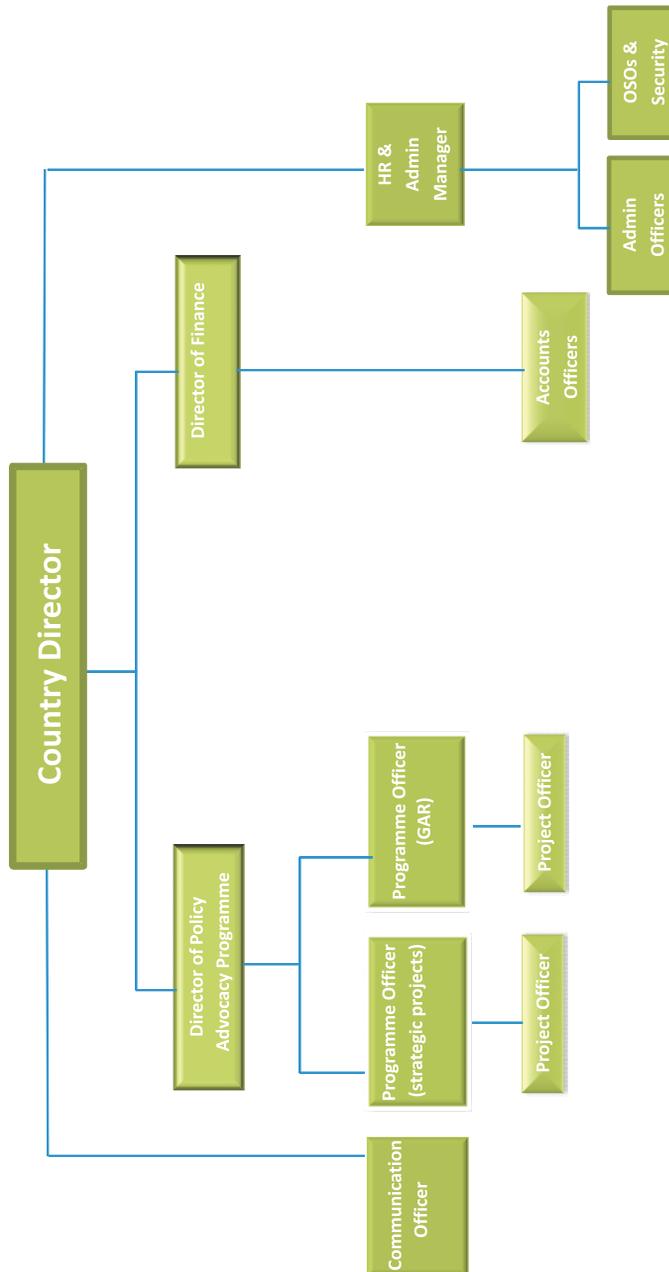
This Strategic Plan, “Making Ghana Work for Equity” is SEND's contribution to creating a Ghana in which disadvantaged groups are empowered with information, skills and platforms to claim their rights to basic human services including education, health, and water and sanitation facilities. Through increased capacity of our grassroots constituents (Rural Commercial Women Associations, Farmers Co-operative and PM&E Networks) and collaborations among stakeholders (District Assemblies and MDAs) SEND-GHANA will maximize the involvement of the poor in the planning and implementation of national and district budgets. Women, small holder farmers, persons with disability, youth and other disadvantaged groups will be strengthened to demand a more inclusive and equitable Ghana.

Annex I

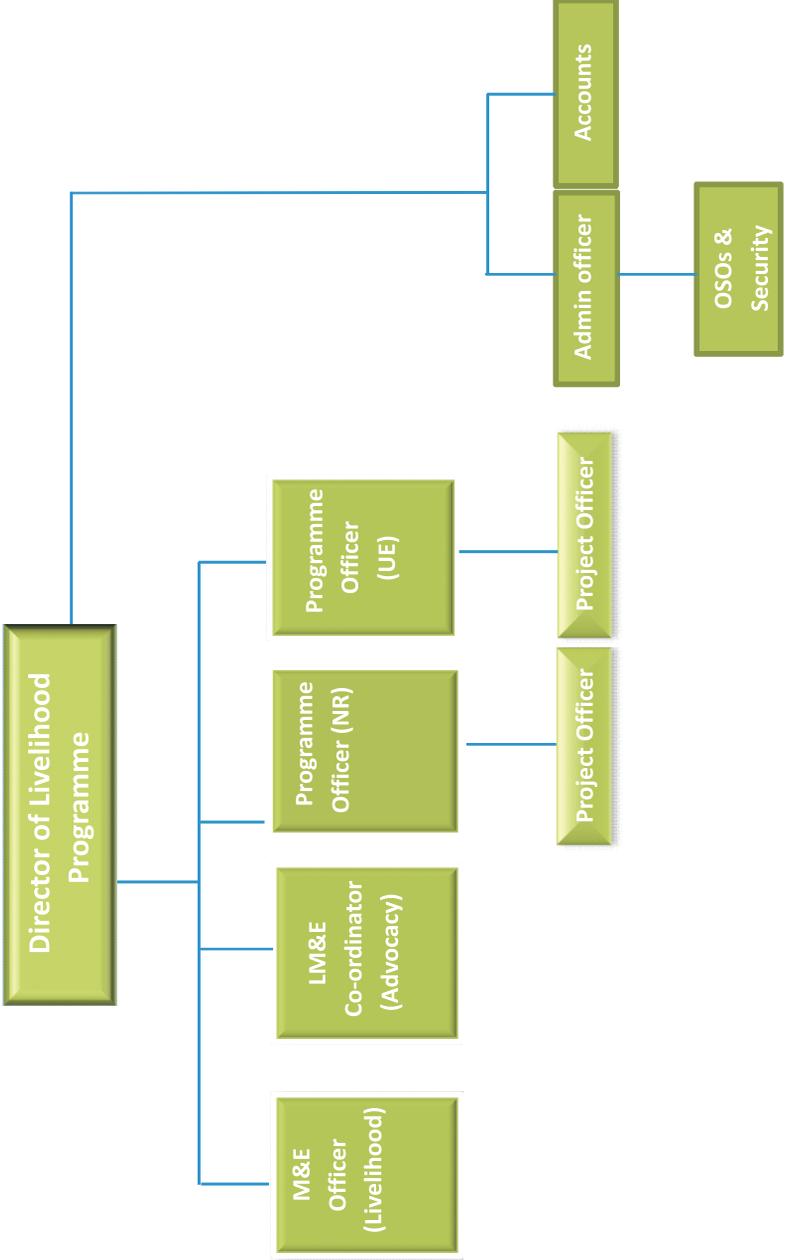
SEND-GHANA ORGANISATIONAL CHART



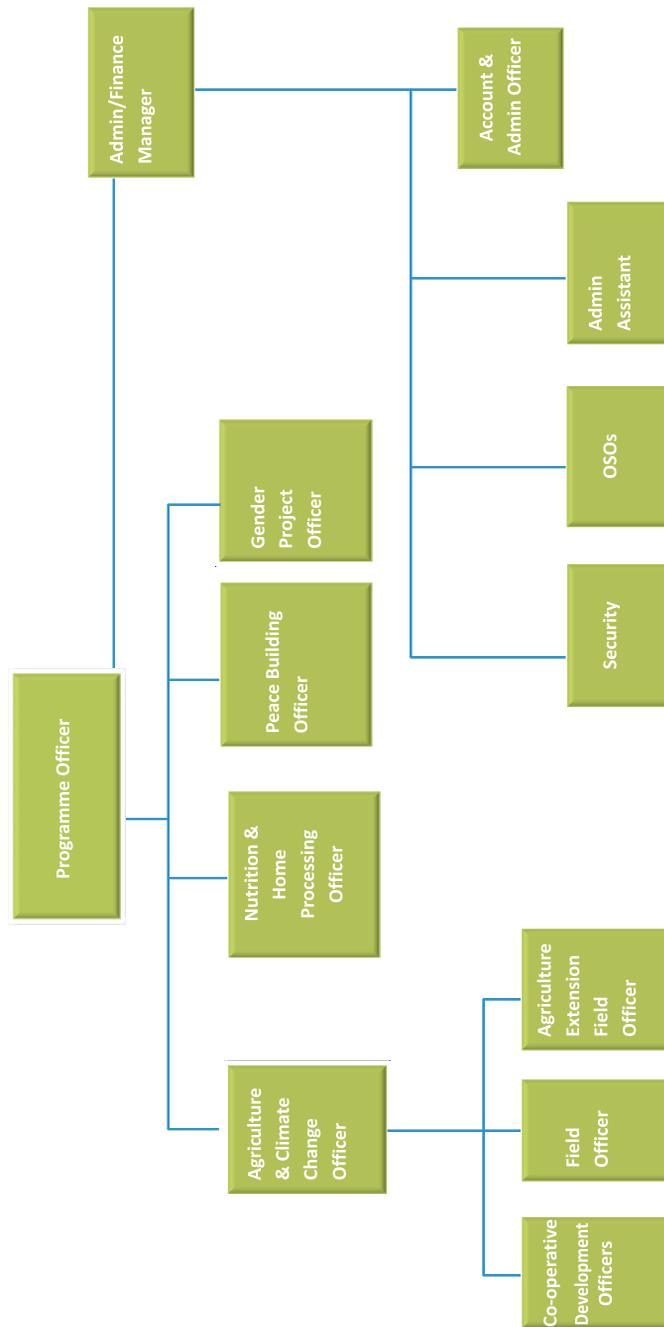
Administrative Set-up of Headquarters (Accra)



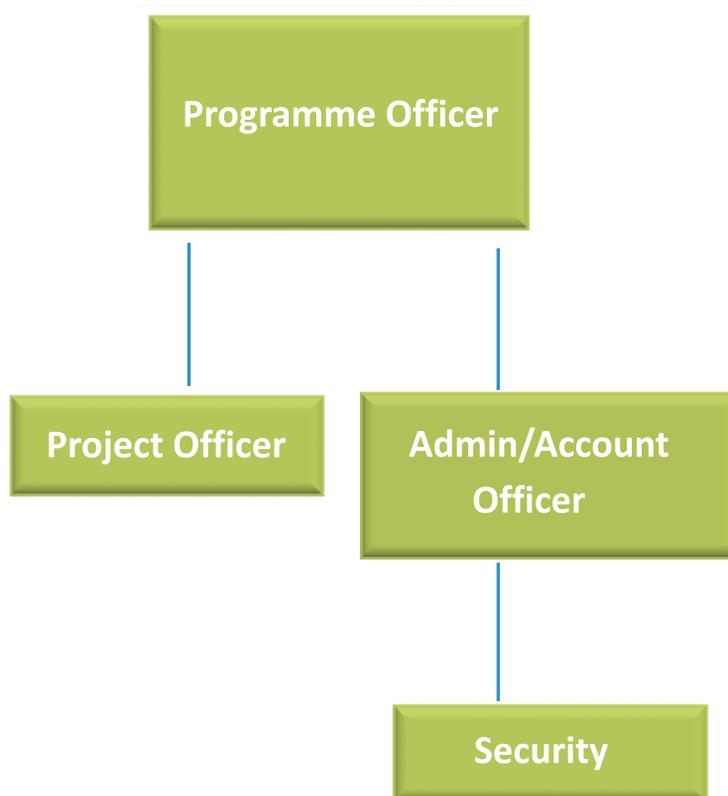
Administrative Set-up of Northern and Upper East Regional Networking Centre, Tamale



Administrative Set-up of Eastern Corridor Office, Salaga



Administrative Set-up Upper West Networking Centre, Wa



SEND Foundation of West Africa has three affiliates:
SEND-GHANA, SEND-LIBERIA and SEND-SIERRA LEONE.

VISION

A Ghana where people's rights and well-being are guaranteed.

MISSION

We work to promote good governance and equality of women and men in Ghana.

Siapha Kamara
Chief Executive Officer
SEND-WEST AFRICA
+233 208 112 322(Ghana)
Email: siapha@sendwestafrica.org

Osman Mohammed
Country Programme Officer
SEND-SIERRA LEONE
Buedu Road Kissi Town,
Kailahun, Sierra Leone.
Tel: +23276679790 / +23276588303
Post Office Bos 54,
Kenema, Sierra Leone.
Email: sendsierraleone@yahoo.com
Website www.sendwestafrica.org

George Osei-Bimpeh
Country Director
SEND-GHANA
A28 Regimanuel Estates Nungua
Barrier, Sakumono Accra, Ghana.
Tel: 233 0302 716860 / 716830
Website: www.sendwestafrica.org
+233 020 4509 481
Email: georgeoseibimpeh@sendwestafrica.org

Samuel N. Duo, Ph.D
Acting Country Director
SEND-LIBERIA
P.O. Box 1439
Robert Field Highway, Schiefflin Community
Lower Margibi Country, Liberia
Tel: +231886230978
Email: sendliberia@yahoo.com
Website www.sendwestafrica.org

Designed & Printed by ABACUS DIGITAL MEDIA LTD
0244 365 198, 0266 113 848

