



# Strategic Plan 2008-2012

## *Celebrating Ten Years in Ghana*

### 1.0 Introduction

In 2008, SEND will be operational in Ghana, Liberia and Sierra Leone. Being operational in these three countries will require different management and programming approaches. In each of these countries, the political and economic contexts are markedly different. Liberia and Sierra Leone are fragile post-war states. Liberia is still in the resettlement and rehabilitation phase, whereas, Sierra Leone is now in the development mode. Ghana, on the other hand, is consolidating its position in West Africa as a champion of democracy and social development. Civil society in each of these countries is also different. Both Liberia and Sierra Leone have civil society movements that are essentially oriented towards relief and emergency. However, in Ghana, the civil society sector is development-oriented and has strong advocacy capacity. In Liberia and Sierra Leone, poverty levels are among the worst in the world. The poverty reduction agenda in both countries is not yet well articulated. Therefore, the need for civil society to be involved in working with the poor is even greater and more urgent. In Ghana, poverty is not only on the decline, but its eradication informs the national development agenda. SEND in each of these countries is at different stages of organizational and programmatic growth, with their own challenges and opportunities.

To work effectively in all three countries, SEND has to reorganize its management and programming strategies to better respond to their respective needs. Each country will become an independent programme guided by its own strategic plan. The office of SEND West Africa will be moved to Monrovia to increase its support to Liberia and Sierra Leone programmes. SEND Ghana, having matured over the last ten years, will be managed by national leadership, led by the Board of Directors of which the Chief Executive Officer will remain a member.

In order to prepare this strategic plan, in 2007, SEND Ghana engaged the Board, staff, donors, project principals and other NGOs. These stakeholders had the opportunity to review SEND's operational context and programmes. They also reviewed SEND Ghana's corporate identity, vision, mission, core values, operational principles, management systems and strategic directions. From this review, they made proposals to the drafting group. A draft strategic plan was prepared and discussed at the Annual General Meeting held in March 2008. Insights provided by the participants were used to prepare this

final plan, which was approved by the Board of Directors. This strategic plan will enable SEND Ghana to consolidate its strengths and remain high performing and pioneering.

SEND acknowledges the support of Christian Aid and CORDAID for their support in developing the first strategic plan for SEND Ghana.

### 2.0 Operational Context

The founding of SEND coincided with significant paradigm shifts in development policy. The emergence of Poverty Reduction Strategies, Millennium Development Goals and the Paris Declaration on Aid Effectiveness all emphasized the importance of good governance: an active civil society and a democratic political environment, which fosters partnership, transparency and accountability.

Ghana was among the first countries in Africa that embraced the new paradigm shift. It had its first civilian transition in 2001 when the opposition party was elected to power. This new government did not only commit itself to strengthening the democratic processes, it articulated a strong poverty reduction agenda by adopting the Highly Indebted Poor Country (HIPC) initiative. Political decentralization was emphasized and partnership between government and civil society was enhanced. Therefore, SEND and other civil society organizations emerged to engage government in the implementation of poverty reduction programmes.

Initially this engagement of civil society and government was fraught with challenges. Government did not have a framework to work with civil society. Civil society did not have adequate skills to work with government. SEND initiated the Ghana HIPC Watch to address the capacity building needs of civil society to work with government and to create a mechanism from which government could engage civil society. From 2001-2007, SEND has successfully implemented several programmes that have increased civil society-government partnerships and strengthened civil society capacity to hold government to account, especially at the district and regional levels. In addition to its work as an advocacy organization, SEND has worked with communities and district assemblies to implement service delivery programmes, including food security, reproductive health, HIV and AIDS, microfinance, peace building, rights and gender education, and development

of small scale businesses, farmer cooperatives and credit unions.

Improvements in the political and economic situation have given rise to new challenges and opportunities to which SEND must respond in order to remain innovative and pioneering. Macro economic stability has been restored, annual Gross Domestic Product (GDP) for the past 7 years has been around 5 percent and inflation declined from 40% in 2001 to 12% in 2007. The Government of Ghana has adopted the multi-donor budget support framework, and therefore donors' funding is now concentrated on direct budgetary support. Also there has been significant decline in poverty from 40% to less than 28% of the population. These positive changes have led to a reduction in support by donor agencies for service delivery programmes such as the Eastern Corridor Livelihood Security Promotion Programme.

However, there are worrying tendencies in the poverty situation. First, the northern savannah where the work of SEND is concentrated remains the poorest part of Ghana. Natural disaster, drought and floods are frequent occurrences, making vulnerable populations such as women and food crops farmers more susceptible to risks. Food and nutritional insecurity are widespread especially in rural communities. In northern region for example 30.5 percent of under five years old were stunted and 26.8 percent underweight in 2006. Maternal and infant mortality rates remain above the national average. For instance, in the Upper West Region in 2003, 108 under five years old out of every 1000 children did not live to celebrate their fifth birthday. Moreover, growth in urban poverty in Accra, the national capital, has increased by 11 percent.

Therefore, there is a need for SEND to continue to engage in the promotion of pro-poor policies and good governance practices in all sectors. In order to remain competitive in the current context, SEND needs to re-design its grassroots economic literacy and advocacy programme. Also this being the tenth anniversary year, offers SEND the opportunity to launch a new strategic plan that enables it consolidate its strength, effectiveness in overcoming challenges and to be responsive to emerging opportunities.

### 3.0. Organizational Evolution

SEND West Africa can identify three distinct phases in its organizational development. By looking at SEND through these phases, it demonstrates how it has been able to learn and adapt to changing circumstances and remaining innovative.

#### **Phase One: Programme Development**

SEND was registered in 1998 in Ghana as a West African non-governmental organization. With the support of Christian Aid

it was engaged in programme development from 1998-2000. This initial process which involved consultation with women, youth, farmers and persons with disabilities resulted in the establishment of the Eastern Corridor Livelihood Security Promotion Programme (ECLSPP) in 2001. During this time, staff and board members provided voluntary services in the running of the organization. Also in 1999, SEND initiated a working relationship in Liberia with a local NGO, the Rainforest Development Centre, but it was forced to pull out due to the escalation of the civil war.

#### **Phase Two: Community-driven Service Delivery and Policy Advocacy**

In 2001-2004, SEND was implementing a service delivery and national policy advocacy programme. Its first project and the basis for the comprehensive programme began with a food security project in partnership with the Canadian Cooperative Association. This project started in East Gonja District and involved the promotion of soybean production and farmer cooperative development. During this time, SEND established more than 50 farmer cooperatives, whose members used market information from the internet to sell their crops at optimal prices. SEND also developed a unique version of micro-financing blending credit union schemes with traditional microfinance services. Complementing this approach, SEND also introduced youth saving clubs for hundreds of young people in vocational schools to enable them to mobilize start-up funds for small businesses. In parallel to its economic development programme, SEND implemented a community-based approach to peace building and conflict management.

Starting in 2002, the Ghana HIPC Watch gave SEND distinctiveness as an NGO with a new approach to advocacy that emphasized participatory monitoring and evaluation on a national scale. From 2002-2004, through 25 District HIPC Monitoring Committees, SEND monitored the use of HIPC funds in the implementation of GPRS. Because SEND built the capacity of these grassroots committees, they were able to hold their District Assemblies to account for resources used in the implementation of health, education, water and other infrastructural projects in their communities.

Despite its innovativeness, it was difficult to get donors to buy into a holistic programme strategy because they had their own priorities. Donors expressed interest in different components of the programme, and in order to gain much-needed support, SEND packaged micro-projects for each donor. The fact that donor funding was secured largely on a project by project basis, in some cases, compromised the integrity of the vision of the programme, and especially SEND's emphasis on long-term sustainability. For example, the programme in Eastern Corridor was fragmented into projects for: (1) food security through cooperation, (2) human rights and peace education, (3) rural youth self-employment and reproductive health and (4) rural commercial and micro-financial services. This compromised SEND's ability to operate as effectively as

planned, because management and coordination were more difficult. In any case, by the end of 2004, SEND had become one of the most established advocacy organizations in Ghana, with civil society partners in the 25 poorest districts of Ghana.

During this period, SEND became active in both Sierra Leone and Liberia. The Sierra Leone initiative was short-term consultancy on HIV and AIDS with the Government of Sierra Leone and the World Bank. After a feasibility mission in 2003, Liberia became a developing Country Programme in 2004. The programme focussed on civil society capacity building and rehabilitating economic opportunities through the promotion of soybean production. SEND initiated this programme with its own resources, but was later on supported by CORDAID and ICCO of the Netherlands. The unique aspect of the programme is that the management is led by Liberians from the diaspora.

### ***Phase Three: Coalition Building and Policy Advocacy***

The third phase, 2005 to 2008 is characterized by the institutionalization of civil society-government engagement at district, regional and national levels. Through the District HIPC Monitoring Committees (DHMCs), ordinary citizens are engaging their district assemblies toward greater political accountability and participation, demanding financial transparency, and insisting on equity considerations in allocation of development resources.

At the regional level interface meetings provide a platform for dialogue with Regional Coordinating Councils and district Focal NGOs who are partners of SEND. This is the only forum in Ghana that brings together district-based civil society organizations and regional officials to exchange and discuss monitoring findings on poverty reduction programs.

Also at the national level, SEND has developed effective working relationships with parliamentary committees and key ministries. With information generated by DHMCs, SEND feeds back to national policy-makers grassroots' views on poverty reduction programmes. Also SEND has strengthened the advocacy capacity of district civil society organizations and community-based organizations, especially of women's groups and associations of persons with disability. Through economic policy literacy training, hundreds of community-based civil society activists have not only become aware of the pro-poor programmes in the Ghana poverty reduction strategies, but are equipped with the skills, strategies and confidence to champion the demand for alternative policies.

For example, persons with disability are demanding modernization of skills training facilities to include information and communication technology so that they can become competitive in the job market. Women with disabilities are demanding their own micro-finance program. Rural women farmers producing (tomatoes, fish and soybeans) for the domestic market are campaigning for

government to ensure that they are adequately supported before Ghana enters into the Economic Partnership Agreement (EPA). These successes in advocacy were grounded in SEND's multi-faceted service delivery programme.

SEND's service delivery programme has reached out to a wide range of groups with significant impact.

- 7666 people, the majority of whom are women, are benefiting from credit union and micro-finance services
- hundreds of women have established small scale enterprises
- young men and women are using modern family planning methods
- women have gained more confidence and ability to negotiate with their sexual partners
- 50 community-based farmers co-operatives have been established
- co-op members are using ICT to improve their market access for increased income
- soya bean production has become an integral part of the farming system and is helping improve on food and nutrition security
- women have experienced a significant reduction in gender-based violence
- women's leadership has been strengthened and is more visible in district governance.

In all of this work, SEND has built strategic alliances and coalitions, such as the Civil Society Coalition on trade and livelihoods, the Civil Society Campaign to Monitor the MDGs and the Ghana Civil Society Aid Effectiveness Forum. SEND houses the secretariat of the forthcoming international Aid Effectiveness review meeting that will be held in Accra. These activities are recognized by both national and international bodies as strategic, and even celebrated.

The Liberia Country Programme progressed, especially with the development of Mama Na Come, a micro-finance programme for the members of the Liberian Women Initiative in five rural communities. This programme now benefits more than 600 rural women. The civil society capacity building programme now covers more than 20 organizations, equipping them with skills for organizational and programme cycle management. SEND is also extending consultancy services to District Development Committees, supported by UNDP. In late 2007, SEND started a cross-border HIV and AIDS awareness with AWARE, a USAID project. SEND has been able to mobilize more than ten local organizations to promote soybean production and consumption in Liberia. This initiative is supported by Trocaire. Several trials have been implemented to determine the optimal production period, but they have been unsuccessful. However, SEND Liberia will continue with this initiative because of the potential of soybeans to address malnutrition.

In 2007, a programme needs assessment exercise was

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undertaken in Sierra Leone, which led to the design of the Kailahun District Livelihood Security Development Programme. This programme which began in 2008 is supported by Christian Aid UK and CORDAID of the Netherlands. It is an integrated rural development programme that emphasizes microfinance, rural enterprises, peace building, promotion of good governance and gender equity.

**Phase four of SEND covers the period 2008-2012.** In this new phase, SEND Ghana will be exclusively devoted to policy advocacy work because the poverty situation in Ghana has changed. Service delivery to the poor is now a development priority of the Ghana government. Therefore, the emphasis of SEND Ghana will be to ensure that the pro-poor programmes of government are truly empowering the poor to reduce poverty. SEND Ghana has acquired significant comparative advantages that will enable it to organize and operate more effectively as a creative pro-poor research, economic literacy and advocacy organization.

#### 4.0. Comparative Advantages

SEND Ghana, in its service delivery, economic literacy and advocacy work, has developed distinctive features that will make it more competitive in the Ghana civil society context.

- i. SEND has developed a unique methodology for delivering loans and savings that combines credit union and microfinance methodologies. With this methodology, local savings are mobilized through credit unions and used to set up microfinance support for women involved in petty trading and small-scale enterprises. By this arrangement, women are able to graduate from small-scale loans to larger credit union loans.
- ii. SEND's has developed advocacy and programming infrastructure at district and national level, i.e. District HIPC Monitoring Committees and District Focal NGOs advocating responsively at district and regional levels. The three regional councils of Northern Ghana have regularly cited the work of SEND as contributing to the development of the North. SEND is communicating about Northern Ghana in ways that complement the Regional Coordinating Councils' efforts to promote poverty reduction in the North.
- iii. Capacity to work with civil society organizations and all levels of governments. The current Minister of Finance has written to SEND acknowledging and persuading SEND to sustain its advocacy work because it is filling in a monitoring gap. Government does not have the capacity to do the kind of monitoring that SEND is doing. It provides information and grassroots feedback on

government policies and its effect on the lives of the rural poor, women and other marginalized groups.

- iv. Developed strong partnerships with marginalized groups. SEND has a relationship with the Ghana Federation of Persons with Disability at district, regional and national levels. SEND has worked with the Federation to enhance their participation in the GPRS, and have facilitated interface meetings with Ministries of Finance, Health, Manpower, Women and Children Affairs, Local Government in aid of discussions about the needs for PWD issues to be taken more seriously in the Social Protection Policy of Ghana.
- v. SEND has been able to develop relationships with more than ten international donors that support advocacy activities globally, including OXFAM UK, Christian Aid UK and Ireland, CAFOD-UK, IBIS Denmark, Diakonia Sweden, Trocaire Ireland, ICCO Netherlands, Cordaid Netherland, Canadian Cooperative Association, Commonwealth Foundation and German Development Services. They access SEND to a global network that provides technical and strategic support for its advocacy activities.
- vi. SEND's relationship with like-minded organizations in Ghana, like Institute for Democratic Governance, Integrated Social Development Centre, Centre for Democratic Development and Alliance for Reproductive Health Rights has enabled it to engage successfully in coalition building. SEND facilitates coalitions for monitoring the MGDs and Aid Effectiveness.
- vii. SEND has developed a gender mainstreaming strategy that encompasses programming and management systems. All management systems and procedures including recruitment, provision of logistics and staff training are gender-sensitive and must meet specific targets to promote gender equity. In programming, quotas are set to guide the allocation of resources and project benefits for women and men. Efforts are made to train and support women in leadership positions in their communities and within SEND's management team. There are gender monitors in all offices who ensure that the gender policy is implemented.
- viii. SEND has documented the significant processes and results of its work in its Impact Assessment Series, which includes booklets on gender equity, food and nutrition, youth programmes, reproductive health, microfinance, peace building. It also publishes the HIPC Update newsletter, reports of the participatory monitoring and evaluation exercises which are released to the public and target the Ministry of Finance.
- ix. SEND is the only advocacy organization in Ghana that has developed methodologies and institutional framework for

planning and implementing economic policy literacy targeting civil society organizations and district assemblies. Hundreds of civil society organizations activists, assembly persons and office holders of the decentralised departments have been sensitized on the various pro-poor policies and programmes and equipped with skills to promote the poverty reduction agenda of the GPRS. Also grassroots organizations and district assemblies and decentralised departments were supplied with copies of the GPRS.

These comparative advantages are important assets that SEND will build on as it implements this strategic plan, guided by a new corporate identity that emphasizes policy advocacy.

## 5.0. Corporate Identity

### *Name*

To better reflect its identity as a national NGO, SEND has also decided to change its name to "SEND Ghana."

### *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 of 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

Guided by its new corporate identity, SEND Ghana's work for the next five years will be organized around three distinct strategic directions: establishing the mechanism through which SEND works, developing the Participatory Monitoring and Evaluation (PM&E) Networks; and implementing a comprehensive but focussed advocacy programme on education, health and trade.

### **Strategic Direction 1: Establish Participatory Monitoring and Evaluation (PM&E) Networks**

#### **Outcome 1: Effective PM&E Networks at district, regional and national levels**

Indicators for assessing performance  
Network membership  
Women's participation  
Performance of the secretariat

SEND will continue to work with its focal NGOs to plan and carry out participatory monitoring and evaluation, which remains the key activity of its grassroots economic literacy and policy advocacy programme. Currently, SEND and its 42 district focal NGOs hold informal interface meetings with Regional Coordinating Councils. The interface meetings will be formalized into Regional PM&E Networks in Northern, Upper East and Upper West Regions and Greater Accra. This focus will allow SEND Ghana to apply participatory monitoring and evaluation to a wide-range of poverty reduction instruments (National Health Insurance, School Feeding Programme, Northern Ghana Development Fund, Cash Transfers). It will do this by networking more systematically with other civil society networks at national and regional levels.

The Regional PM&E Network will have broader membership bringing together the focal NGOs and other interested civil society organizations. By including organizations of persons with disability, artisans' associations, rural commercial women's groups, farmers' cooperatives and others, SEND will build a strong coalition of marginalized groups. There will be opportunities for members to support each other and to harmonize their advocacy strategies. They will coordinate so that they are effective in engaging with regional officials, parliamentarians, donors and national government officials. By harmonizing and coordinating their efforts, the networks will strengthen the voices of marginalized groups and make them more visible as champions of their own causes.

### Major Activities:

- Build coalition in Greater Accra: The PM&E Network already exist in Northern, Upper East and Upper West Regions. However, in Greater Accra, SEND has only been working in two districts, and has yet to establish a Network. The Greater Accra PM&E Network will focus on selected communities and areas where poverty is pronounced. SEND will identify civil society organizations working in those areas and engage them as focal organizations.
- Strengthen capacity for Participatory Monitoring and Evaluation: SEND's focal NGOs will be trained on how to use PM&E techniques to educate and mobilize marginalized groups to influence policy at district level. The training will cover the principles and main components of PM&E and advocacy strategies.
- Create learning opportunities through experience sharing: The different groups that make up the network will be supported to hold meetings to exchange information and ideas about how different poverty reduction instruments are affecting their lives. They will discuss whether specific advocacy activities and methods have been effective in influencing change. Through this learning exchange, cohesion between networks members will improve, leading to more successful advocacy campaigns.
- Build a communication mechanism to strengthen advocacy. The programme will use a multi-media approach to ensure that the voices of civil society are mainstreamed in poverty reduction policy discussions. This will involve the use of community radio, FM radio stations, newspapers and the HIPC Update newsletter. SEND will also publish monitoring reports and policy briefs targeting donors and government officials.

### Strategic Direction 2: Monitor pro-poor health and education programmes

#### Outcome 2: Increased accountability and transparency in pro-poor health and education programmes

##### Indicators for assessing performance

- Private contractors monitored
- Women and girls and persons with disabilities benefitting
- Engagement between service providers and beneficiaries

The Regional PM&E Network will be the major forum for sharing the results of the monitoring findings of health and education programmes. Health and education are key services that facilitate poverty reduction. In Northern Ghana and areas of Greater Accra, access to and quality of education and health services are inadequate. In the health sector, the delivery of services for women and children is insufficient. This is evident in the maternal and infant mortality rates, which remain high. In the education sector, although school infrastructure has improved, student performance remains poor. There are high

drop-out rates, especially for girls. This unsatisfactory situation affecting both sectors is in the face of multiple interventions and increasing budgetary support. These interventions include school feeding programmes, capitation grants, model schools, the national health insurance scheme and others. The weaknesses in these two sectors are more evident in Northern Ghana and urban slum communities especially in Accra. Because the populations in these areas are predominantly poor, they are underserved and neglected, and the cycle of poverty is reinforced. Under this programme, SEND will empower poor men and women in these underserved communities with tools to analyse and speak out about their health and education needs.

### Major Activities:

- **MDGs Monitoring:** In 2006, SEND established the Civil Society MDG Monitoring Campaign, which comprises a diverse group of civil society organizations. The Christian Council of Ghana is head of the national secretariat. SEND's role is to generate monitoring information that is used by the campaign to engage government and other stakeholders. Toward this end, SEND and the Alliance for Reproductive Health Rights (ARHR) have established monitoring partnership with three District Assemblies: Bongo, Afram Plains and KEEA. In these districts, SEND and ARHR are conducting monitoring and evaluating the attainment of the MDGs. The first monitoring report is expected to be completed in April 2008. SEND will continue with this monitoring activity until 2015, the target date for meeting MDGs.
- **Monitor Northern Ghana Development Fund in education and health:** In November 2007, the government established the Northern Ghana Development Fund to mobilize funds for investment in the development of infrastructure in the North. SEND will monitor the amount of funds raised, disbursements, management mechanisms, projects, and their utilization by communities. Specifically, the monitoring will focus on the education and health programmes and projects.
- **Monitor Capitation Grant:** In the past few years, the government has been providing capitation grants to schools. The purpose of the grants is to ensure that school authorities have adequate funds to run their schools and do not impose user fees that will undermine universal basic education. SEND will monitor the implementation of this programme, focussing on the disbursements to schools in underserved areas, accountability of school management for funds disbursed, how funds are spent and whether expenditures make a difference in access to and quality of education. The findings will be shared with the stakeholders involved at district and regional levels through the regional poverty forum. The aim of this advocacy effort will be to demand for increased allocation for schools located in poor and remote communities.
- **Monitor health insurance scheme:** Under the previous GELAP programme, SEND monitored HIPC funds that were used for the establishment of various district health

insurance schemes. In this new programme SEND will monitor the scheme in its operational regions. The monitoring will focus on the accessibility and utilization of the scheme, especially by women and persons with disability. It will also look at governance issues in the health sector, such as transparency and accountability of service providers. In addition, the effectiveness of the District Health Management Committees and their ability to promote the participation of service users in decision making.

- **Monitor health and education contractors:** Private sector contractors are important service providers in both health and education. The types of services they offer include construction of physical infrastructure, provision of school materials and supplies, preparation of school meals and drugs for hospitals. SEND will train and support civil society organizations to monitor their performance in the delivery of goods and services. The monitoring will focus on the quality of the services, the accountability for financial resources, the extent to which service users are consulted and involved in the design and execution of programmes, and their adherence to the Procurement Act. SEND and its focal NGOs will use the monitoring reports to promote accountability and transparency of contractors in education and health.

- **Monitor school feeding programmes:** The school feeding programme covers primary schools and the aim is to ensure that they are provided with at least one hot meal a day so that they can remain in school and learn. SEND is a strategic partner of the school feeding programme National Secretariat. In this partnership, SEND is responsible for facilitating an independent civil society-led monitoring exercise of the school feeding programme. Results of the monitoring findings are fed back to the secretariat and other stakeholders. SEND will continue to do the monitoring, publish the results and organize civil society groups to advocate improvements in the programme.

### Strategic Direction 3: Monitor impact of trade policies and programmes on women and small-scale producers for the domestic market

#### Outcome 3: Strengthened women's participation in trade policy making and programmes

##### Indicators for performance measurement

- Women producers' influence on trade policy
- Women's organizations that are networked on trade issues
- Sub-regional trade advocacy partnerships

Trade policy is an important component of the Ghana Growth and Poverty Reduction Strategy. Its main purpose is to use trade to facilitate economic growth and development. Trade policies are organized around specific commodities. For example, in agriculture, certain crops have been identified because of their potential for export and the domestic market.

These crops include soybeans, cassava, rice, tomatoes, sheanuts, maize and others. The government has set up credit facilities, infrastructure and improved extension services to support producers of these crops. Also small-scale businesses, particularly in the garment and craft sectors, are being supported to produce for both domestic and external markets. SEND, in partnership with women's groups, initiated impact assessments to determine the benefit of these policies on women's livelihoods. The findings showed that women livelihoods are not positively affected by these policies and programmes. SEND will continue to work with women's groups to advocate for trade policies that are pro-women and small-scale producers.

#### Major Activities:

- **Trade Policy Education:** Developing a trade policy education programme involves auditing the trade policy component of the GPRS. The audit findings will be used by SEND to sensitize the women on trade policy programmes with emphasis on the opportunities they offer and the potential pitfalls.
- **Organize and network women's groups:** The networking initiated with the women's groups will be strengthened. The leaders of the various groups that make up the network will be trained on group management, group dynamics and leadership skills. They will be supported to establish and maintain a small secretariat for their network dedicated to trade advocacy.
- **Research:** A team of women researchers have been identified and trained, and were supported to undertake research on a number of crops, including tomatoes, soya beans, onions and rice, and also fish. Under this programme, this team will be expanded to include additional women from new districts. Also the research focus will be re-examined to identify other crops and issues. The women researchers will be supported to publish their findings and disseminate them through various national and international networks for trade and gender equity issues.
- **Lobbying and advocacy:** The lobbying and advocacy activities will be determined by the research findings and recommendations of the women researchers. The leaders of the various networks will be trained and supported to engage in lobbying and trade advocacy activities. These activities will be organized at regional and national levels, and the main targets will be the Ministry of Trade and Development partners, donors and relevant parliamentary committees.

## 7.0. Organizational Change

In order to effectively implement these strategic directions, SEND Ghana will assume the management of the secretariat for the PM&E Networks at Regional and National levels. In order to do this, SEND-Ghana will be re-structured to streamline its human resources and management systems.

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### Strategies:

- **Downsize:** SEND will reduce the number of offices and staff. The country office will now be re-located in Accra so that it can be more effective in promoting national networking. The Tamale office will service the Northern Region, and the Wa office will service the Upper East and West Regions. The regional offices will be established so that SEND can be more effective in engaging the focal NGOs, DHMCs and regional and district officials. The number of staff will be reduced from 52 to not more than 30 because the Eastern Corridor Programme will be phased out. At the same time, the GELAP programme will require additional professional staff.
- **Reorganize:** The management system will be divided into three main sections: Programmes, Human Resources and Administration, and Financial Management. All three offices will be operated in a decentralized fashion so that they can be effective in responding to the capacity needs of the regional PM&E Networks. The board, including the Chief Executive Officer, will work with the Country Director to manage the programme. Its main role will be as custodian of organizational policy and ensure sound financial management. In order to promote efficient utilization of partners' support, each will be linked to a regional network and will contribute a minimum of 25% to institutional costs.
- **Relocate:** The Country Director of SEND Ghana will move to Accra. The SEND West Africa Head Office will be relocated to SEND Liberia so that the Chief Executive Officer can be closer to the Liberia and Sierra Leone programmes which are in their development phases. Each country programme's financial system will operate independently.
- **Specialize:** SEND Ghana will recruit highly qualified and professional staff. The core competencies for all staff will include research, management, communication, facilitation skills with a broad knowledge and sensitivity to gender issues and participatory development. Staff will be hired as Social Policy, Governance, Gender and Trade Analysts.
- **Set up financial NGO:** Separate credit union and microfinance development activities from the policy oriented work. The new financial NGO will be independent from SEND Ghana. It will specialize in replicating SEND's experience in combining credit union and micro-finance methodologies. This NGO will consolidate and strengthen existing community based credit unions and establish new ones in the North-eastern Corridor. It will provide support services to SEND Liberia and Sierra Leone to develop a similar programme.



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