



REPORT

TRAINING FACILITATION ON DEVELOPMENT OF GHANECARE FIVE- YEAR STRATEGIC PLAN (2021 – 2025)



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Executive Summary

For non-governmental organizations (NGOs) where resources are always scarce and sustenance of activities is important, strategic planning goes a long way in keeping the NGOs in the planned direction. The objective of this three days programme was to facilitate the development of a five-year strategic plan for GHANECare involving staff and board members of the organisation. Five (5) board members including the chairman of the board of directors and ten (10) staff including the Executive Director of GHANECare participated actively in the programme.

The resource person from EBNA Royal Consult Limited, Ernest Beyuo Aayel led staff and board members to conduct various rigorous exercises as part of fashioning out a strategic plan for the organisation. These exercises included a review of the vision, mission and core values of the organisation, SWOT analysis, core programmes, strategic goals and human resources. Group work, plenary and brainstorming sessions were used to review the above thematic areas thus enabling all participants to take active part in the discussion. At the end of these exercises, the vision, mission, core values and key thematic programmes were revised taking into consideration the needs of GHANECare target group (children, women and other vulnerable people) as well as the focus of donors.

This report briefly highlights the results of the three days strategic planning workshop taking into account the key issues that were discussed and the results of the discussion. Details of the workshop can be found in the five-year strategic plan document developed out of the strategic planning workshop.

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PART ONE

1.0 Introduction

1.1 Objective of Training

The overall objective of the workshop was to facilitate the development of a five-year strategic plan for GHANECare involving staff and board members of the organisation.

1.2 Training Content

The following issues pertaining to GHANECare were discussed during the programme using group work, plenary and brainstorming sessions.

- ✓ Vision
- ✓ Mission
- ✓ Core Values
- ✓ SWOT Analysis
- ✓ Core thematic programmes
- ✓ Strategic Goals
- ✓ Human Resources (staffing)

1.3 Methodology

The training exercise was carried out in a participatory and interactive manner using power point presentations, group work and plenary sessions.

1.4 Training Period

The training programme was conducted between 27th - 29th January 2021.

1.5 Training Venue

The three days strategic workshop was carried out in the conference hall of Sisters of Mary Immaculate Centre at Jirapa in the Upper West Region. The conference hall and facilities were generally conducive for the training session.

1.6 Training Logistics

The logistics used for the training programme included the following:

- ❖ Markers
- ❖ Meta-plan cards
- ❖ Masking tape
- ❖ Flip Chart Paper
- ❖ LCD Projector

PART TWO

2.0 Training Delivery

2.1 Stage Setting

The chairman of the board of directors of GHANECare, Naa Y.O. Daudi Saaka was in attendance during the strategic planning session and took the opportunity to welcome his colleague board members and staff. In his opening remarks he expressed his appreciation to Amplify Change and the management of GHANECare for organising such an important session to fashion out a five-year roadmap for the organisation. He tasked all staff and board members to share their ideas and knowledge in developing a strategic plan for GHANECare.

The resource person from EBNA Royal Consult Limited, Ernest Beyuo Aayel was introduced by the Executive Director of GHANECare, Richard Kuunaa. After this participants took turns to introduce themselves after which ground rules and the format of the discussion was presented by the resource person to set the stage for the workshop.

2.2 Discussions and Comments

2.2.1 Review of GHANECare Vision, Mission and Core Values

The purpose of this session was to conduct a review of the vision, mission and core values of GHANECare. To ensure active participation of all everybody, participants were put into three groups and tasked recap the current vision, mission and core values of the organisation. The essence of this exercise was to determine how well staff and board members understand the current vision, mission and core values of GHANECare.

The findings were presented on flip chart paper by each of the groups, after which the resource person led a brainstorming session to review the current vision, mission and core values of the organisation. The brainstorming session led to the revision of the current vision, mission and core values of the organisation as follows:

Revised Vision

Concerned for the total development of the vulnerable in society

Revised Mission

A reputable organisation devoted to the overall development of women, youth, children and other vulnerable people in society through empowerment, resource allocation, advocacy, teamwork, collaboration and partnership.

Revised Core Values

The revised Core Values of GHANECare come with the acronym “**CRAFT**” representing the following:

- ❖ *Compassion*
- ❖ *Respect*
- ❖ *Accountability*
- ❖ *Fairness*
- ❖ *Teamwork*

This implies that “GHANECare as an organisation exhibits *compassion, respect, accountability* and *fairness* to its target beneficiaries through *teamwork*”.

2.2.2 SWOT Analysis

The purpose of this session was to identify the strengths, weaknesses, opportunities and threats of GHANECare. Participants were put into four groups and after a rigorous group work exercise the following were the results:

Table 2.1 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Experienced staff members with diverse expertise. ✓ Competent board members. ✓ Furnished offices with basic equipment. ✓ Clearly defined target group ✓ Precise vision, mission and core values ✓ Clearly defined partners 	<ul style="list-style-type: none"> ✓ Inadequate funding. ✓ Inadequate logistics. ✓ Inadequate means of transport (vehicles and motorbikes) ✓ Existing communication gaps amongst staff. ✓ Lack of internally generated source of funding. ✓ Inability to recruit job specific staff on project. ✓ Gender insensitivity. ✓ Inability to organize Annual General Meeting. ✓ Inadequate office equipment. ✓ Non-functional website.
Opportunities	Threats
<ul style="list-style-type: none"> ✓ Good relationship with identified donors. ✓ Cordial relation with local partners. ✓ High interest of communities to support project. ✓ Media co-operation for publication. 	<ul style="list-style-type: none"> ✓ Unforeseen eventualities ✓ Political instability ✓ Societal misconception about some of the interventions ✓ Chieftaincy and land-related conflicts ✓ Dwindling external funding sources ✓ High import duties ✓ Bad governance

It was observed from the SWOT analysis that the strengths and opportunities of the organisation were fewer than the weaknesses and threats. The resource person therefore raised the need for staff and board members to work harder to address the weaknesses of the organisation, build on the strengths and utilise the opportunities available for the growth and development of the organisation in the next five-years.

Further analysis of the results of the SWOT exercise also showed some key thematic areas that could be teased out for consideration in the five-year strategic plan of the organisation. These included the following:

- ❖ Media
- ❖ Staffing
- ❖ Funding
- ❖ Governance and Management
- ❖ Communication
- ❖ Partnership
- ❖ Information Technology



Insert: The Executive Director of GHANECare making a point during a recap session.



Insert: The Executive Director and the Finance Officer of GHANECare during a recap session.

2.2.3 Core Programmes

This session of the workshop was conducted purposely to review the interventions of GHANECare and formulate core programmes that can address the felt needs of the target group of the organisation and meet donor expectations as well. A participatory exercise was adopted by the facilitator. The following were identified as the four core programmes that should anchor the operations and interventions of the organisation in the next five-years:

Table 2.2 Core Programmes of GHANECare

Public and Reproductive Health	Local Governance and Policy Advocacy
<ul style="list-style-type: none"> ✓ Adolescent sexual reproductive health ✓ Safe abortion care ✓ Malaria protection and control ✓ Sensitization on disease outbreak and prevention ✓ Comprehensive sexuality education ✓ Water, Sanitation and Hygiene ✓ Interventions on communicable and non-communicable diseases -stigma 	<ul style="list-style-type: none"> ✓ Advocacy for social accountability ✓ Advocacy for review of existing policies ✓ Advocacy for policy implementation ✓ Advocacy for resource mobilisation and proper usage ✓ Advocacy for community participation in local governance and implementation of projects
Gender and Social Protection	Agriculture, Environment & Livelihoods
<ul style="list-style-type: none"> ✓ Community sensitisation on child rights promotion ✓ Community education on the prevention of child marriage ✓ Establishment of child parliament ✓ Advocate for the timely release of the 3% share of the Disability Fund ✓ Advocate for the involvement of women in local politics ✓ Rescuing and re-integration of children under worst forms of child labour ✓ Support for vulnerable school children ✓ Public education on the need to construct disability friendly public structures ✓ Livelihoods empowerment programme for the vulnerable households 	<ul style="list-style-type: none"> ✓ Livestock rearing (poultry, ruminants, Guinea fowl and piggery) ✓ Crops production (cowpea, soybeans, maize, sorghum, rice) ✓ Facilitate soil and water conservation practices such as compost preparation, stone bonding/lining, cover cropping and mulching ✓ Processing and utilisation of produce ✓ Facilitate provision of irrigation dams or small water facilities ✓ Promotion of Good Agriculture Practices ✓ Facilitate access to agriculture inputs ✓ Promote Agroforestry (acacia etc) and environmental protection campaigns ✓ Promote growing and processing of moringa ✓ Intensive/Semi-intensive rearing ✓ Facilitate livelihoods interventions such as soap making, rabbit rearing, mushroom production, bee keeping, basket weaving, cloth weaving, shea nuts picking/processing, soya milk, khebab, yoghurt, pito brewing - hygienic production, safety standards and packaging, dawadawa processing

2.2.4 Human Resources

A review of the staff strength of GHANECare revealed that the organisation currently has a staff strength of nine (9) consisting of seven (7) permanent staff and two (2) volunteers. The breakdown is as follows:

1. Executive Director
2. Finance Officer

3. Programme Coordinator
4. Two (2) Project Officers for Malaria and Reproductive Health
5. Two (2) Field Officers (Volunteers)
6. Monitoring and Evaluation Officer
7. Secretary

In the next five (5) years, GHANECare seeks to have a total staff strength of seventeen (17) in order to operationalise the four core programmes and other important arms of the organisation for maximum results. This implies that eight (8) additional staff will be recruited as and when funding is secured under each of the four core programmes.

The breakdown is as follows:

- ❖ Executive Director
- ❖ Finance and Administrative Officer
- ❖ Finance and Administrative Assistant
- ❖ Programmes Coordinator
- ❖ Four Programme Officers for each of the four (4) programmes
- ❖ Eight (8) Field Officers i.e. two (2) for each of the four (4) programmes
- ❖ Monitoring and Evaluation Officer

Other issues discussed during the strategic planning workshop included strategic goals, key performance indicators, risks analysis and financial projections. Details of these discussions can be found in the five-year strategic plan document.

PART THREE

3.0 Observations & Recommendations

3.1 Observations

Participation in the strategic planning workshop was very high as the discussions centred on sensitive and key areas of the organisation. Staff and board members were therefore attentive and contributed immensely to the discussions.

The stimulation exercises such as group work, plenary and probing questions used by the resource person helped in eliciting useful responses from participants. The SWOT exercise, revision of the vision, mission and core values particularly generated a lot of debate and interest from participants. Participants were largely impressed with the results of the exercise particularly the revised core values, core programmes and strategic goals.

3.2 Recommendations

The Five-Year Strategic Plan should be subjected to a final review and approval by the board and management after which copies should be shared with all key staff, board members and other important stakeholders. A copy of the plan should also be posted on the website of the organisation.

Management should conduct periodic reviews of actual performance in comparison with the strategic plan, call for review meetings with concerned staff and take corrective steps wherever deviations are reported.

Finally, the strategic plan should be used by all stakeholders in achieving the targeted results and not just maintained in the organization's archives.