

GHANA CIVIL SOCIETY ORGANISATION COALITION FOR SCALING UP NUTRITION

GHACSSUN

**MAPPING OF CIVIL SOCIETY
ORGANISATIONS INVOLVED IN
NUTRITION SPECIFIC AND
NUTRITION SENSITIVE ACTIONS
IN GHANA**

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**MAPPING OF CIVIL SOCIETY ORGANISATIONS (CSOS) INVOLVED IN
NUTRITION-SPECIFIC AND NUTRITION-SENSITIVE ACTIVITIES IN
GHANA**

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2 ABBREVIATIONS AND ACRONYMS

ADRA	Adventist Relief Agency
AIDS	Acquired Immunodeficiency Syndrome
CBO	Community-based Organization
CSIR	Council for Scientific and Industrial Research
GHACSSUN	Ghana Civil Society Coalition for Scaling Up Nutrition
CSO	Civil Society Organization
DNC	District Nutrition Committee
FBO	Faith-based Organization
FGD	Focus Group Discussion
HIV	Human Immunodeficiency Virus
HURINET	Human Rights Network
ICT	Information Communication Technology
INGO	International Non-Governmental Organization
NGO	Non-Governmental Organization
FRI	Food Research Institute
OAU	Organization of African Unity
OVC	Orphans and other Vulnerable Children
PAF	Poverty Action Fund
SNV	Netherlands Development Organization
UN	United Nations
UNICEF	United Nations Children's Fund
WFP	World Food Programme

3 EXECUTIVE SUMMARY

Introduction

The mapping of Civil Society Organisations (CSOs) in Ghana is aimed at generating more detailed information on the nature, opportunities, challenges and gaps of CSO activities in nutrition. The study covered all the ten regions of Ghana.

Objectives of the CSO Mapping

- Establish the key CSOs operating in nutrition in Ghana and their profiles.
- Gauge the level of knowledge of the CSOs in relation to nutrition
- Identify areas of success by nutrition initiatives in Ghana.
- Identify key challenges existing and lessons learnt for best practices
- Map out geographical areas covered by such initiatives and gaps in terms Of areas not covered.
- Explore opportunities for nutrition-based organizations to further enhance and build their partnerships and capacity.

Findings of the Study:

With the improvement of in the economy of Ghana, there has been an upsurge in the volume of civil society organizations (CSOs) engaged in development activities, especially in nutrition specific and nutrition sensitive activities. Most of the activities the CSOs are engaged in present a vast opportunity for capacity building to improve and expand the delivery of nutrition services, such as the following:

- Improved conceptual knowledge of nutrition as a holistic process e.g. CSOs focusing on promoting nutrition and livelihood support systems in the areas they are operating in
- Presence and ability to engage grassroots communities with messages and other forms of support.
- Enhanced experience in dealing with international donors and networks through collaboration, partnership, lobbying and advocacy in nutrition activities.
- Improved CSO-public-private coordination in strengthening nutrition efforts
- Substantial CSO institutions have developed institutional, financial, human and logistical capacities to manage nutrition activities.
- Streamlining the activities and visibility of district nutrition committees formed by GHACSSUN aimed at strengthening early response to malnutrition.

However many challenges remain to be addressed, namely:

Structural:

- Weak framework for nutrition services: for instance, Ghana as a country until recently does not have a nutrition policy. Consequently, there is poor coordination of state, intra-state, international and CSO stakeholder engagement in nutrition activities.
- The poor state of social services in the Ghana remains a bottleneck. For example, poor availability of safe water for human and animal consumption, agricultural modernization, improved education and health, and environmental and nutritional services are still eluding the majority of Ghanaian.
- The three northern regions and Central region are the most deprived areas of the country; areas inhabited by peasant communities characterized by the same set of chronic issues listed above; poverty and social marginalization, absence of effective nutrition services and food insecurity.

Institutional:

- Many lack and/or operate under inadequate secretariats (office and facilities, staff, etc)
- Interference from local leaders; politicians and sometimes technocrats
- Increased competition which contributes to selfishness and falsification of information
- Inadequate financial management skills hamper fundraising and accountability for donor funds
- Inadequate donor funding and operational rigidity is another problem, which some CSOs find constraining to their work
- Lack of continuity and coordination in nutrition work
- Culture of cattle dependence syndrome in some areas of the northern regions remains a stumbling block for changing local attitudes to alternative ways of life.
- Persistent government - CSO suspicion remains a stumbling block to sharing of civil information on nutrition activities.
- Inadequate skills in nutrition monitoring and nutrition services delivery

Opportunities for partnerships with GHACSSUN in Nutrition work:

The study established that the most of the CSO interviewed have positioned themselves favorably for opportunities to collaborate with GHACSSUN in areas of:

- international standards of global partnerships
- Improved technical capacities of personnel and logistics
- Strengthening grassroots structures like nutrition committees composed of civil society and government officials
- CSO collaboration with GHACSSUN's nutrition services monitoring structures to share information with government and other non-governmental institutions on nutrition. The GHACSSUN's district nutrition committees bring on board state and non state actors and this is expected to improve further the relationship between the stakeholders.
- Building skills in nutrition for nascent CBOS and NGOs, and creating avenues for mentoring and renewal to regularly ensure sustained collaborative actions
- Improving CSO's lobbying and advocacy potential.
- With the creation of the pool of trainers in nutrition advocacy by GHACSSUN at national level, it will be possible to train other stakeholders at the district level which will create a multiplier effect.
- GHACSSUN's M&E system for scaling up nutrition is expected to ease communication between stakeholders dealing with issues of nutrition.

The mapping exercise identified potential CSOs that GHACSSUN can have relationship with in the future. These CSOs have been identified and arranged according to districts as indicated in Annex 3 below.

The recommended CSOs for partnership with GHACSSUN have been found with long experiences of carrying out nutrition work; have experience working with international CSOs and international agencies; work in partnership with government bodies; have adequate grass root mobilization skills and have trained skilled personnel in basic nutrition approaches. They have also established offices and modern office facilities though some need enhancement in terms of infrastructural capacity building and nutrition advocacy skills development especially local CSOs.

In conclusion, it can be stated that there are positive trends in CSO capacities such as advocacy skills in nutrition, office infrastructure, grass root mobilization, networking, fundraising and lobbying skills to mention but a few for nutrition in Ghana. These positive trends, if well harnessed by GHACSSUN could further improve nutrition outcomes if well coordinated and harmonized in a manner that optimally utilizes the available resources and capacities. Tamale district being the

first regional headquarters for northern Ghana, has relatively established infrastructure compared to other new upcoming districts. The Tamale district therefore emerged as the leading host of a number of CSOs (CBOs, local and international NGOs, and UN agencies), followed by Bolgatanga, while Dangbe East District has the least number.

It was noted however that not all registered CSOs in Accra have operations in other parts of the country. Most CSOs were started and registered in Accra at a specific time but are not active. Some are briefcase NGOs while others use local CSOs to do their work.

By way of recommendation, it strongly emerged that the Government of Ghana needs to urgently implement the National Nutrition Policy (NNP) in order to guide nutrition and nutrition related activities in the country. CSOs and DNCs should position themselves to benefit from GHACSSUN's M&E for nutrition and the pool of trainers in nutrition advocacy trained by GHACSSUN. In addition, future mapping processes should go beyond outputs of CSO nutrition specific activities to interrogate their internal as well as their beneficiaries.

1 INTRODUCTION

The mapping of Civil Society Organizations (CSOs) in Ghana is aimed at generating more detailed information on the nature, opportunities, challenges and gaps of CSO activities in the areas of nutrition specific, and nutrition sensitive activities.

1.1 The Mapping Study

This mapping assignment was commissioned by the Coalition of Civil society organizations in support of Scaling up Nutrition in Ghana (GHACCSUN) to provide a repository of the different types of non-state actors involved in nutrition-specific and nutrition-sensitive actions in Ghana. In line with GHACCSUN's overarching purpose of facilitating active and sustained CSO engagement in nutrition issues in Ghana, it is hoped that the outputs from this assignment will provide a firm ground for strengthening its partnership with both government and non-governmental actors. GHACSSUN initiated the study in mid 2013 in all the ten regions of Ghana. Broadly speaking, the mapping aimed at assessing the status, identities, and work of civil society organizations involved in nutrition activities and their collective roles in partnership with local communities, regional and district administrations and other relevant stakeholders.

1.2 Background to GHACSSUN

The Ghana Coalition of Civil Society Coalition for Scaling up Nutrition (GHACCSUN) is a platform and a network of CSOs that subscribe to the international clarion call to scale up nutrition and to draw attention to nutrition as a developmental issue. GHACCSUN was established as an independent multi-sectoral coalition of civil society organisations involved in/with interest in agriculture, nutrition, health, media etc. to advocate for making nutrition a high priority development issue in Ghana. Even though there has been increasing awareness on scaling up of nutrition (SUN), especially among the civil society community, civil society interventions have not taken effect at the community level. The mapping of Civil Society Organizations (CSOs) involved in nutrition specific and nutrition sensitive actions in Ghana therefore is aimed at generating more detailed information on the nature, opportunities, challenges and gaps of CSO activities in the areas in nutrition specific and nutrition sensitive actions in Ghana.

1.3 STATEMENT OF THE PROBLEM

It is believed that there is inadequate civil society participation in nutrition advocacy, policy formulation, and implementation. This creates a situation where

there is no body to play a 'watchdog' role in holding relevant public and private institutions accountable for their role in addressing malnutrition in Ghana. In fact, a reading of background documentation on GHACCSUN shows that its formation was motivated by the fact that many CSOs implementing a variety of nutrition activities in Ghana were not coordinated. GHACCSUN therefore has taken it upon itself to harmonize and coalesce the different shades of CSO advocacy activities so as to ensure coherence and unity in achieving optimal outcomes in nutrition.

In Ghana, as in most African countries, there has been a number of community based nutrition initiatives to address the many years of the marginalization of some areas by the state. This situation has provided opportunities for the local NGOs and Community Based Organizations (CBOs) all which are part of the civil society, to fill in the gap that the government has left in the provision of nutrition services. This research activity seeks to assess the CSO's role in nutrition on the ground by undertaking a post-mortem of their activities and relevance given the crucial roles they have performed in nutrition service delivery over the years.

1.4 Justification

This study sought to develop an analytical framework to better understand the functions of the local based CSOs in the Ghana pastoralist areas, in the area of nutrition. This study comes in the wake of a realization that despite many CSOs involved in nutrition efforts in Ghana there is still a lot that needs to be done to ensure sustainable development in Ghana. This study is an opportunity for GHACSSUN and its stakeholders in Ghana to carry out an audit on which nutrition organizations exist in the Ghana in terms of where and what capacities they possess that can be harnessed through strategic partnership in order to create impact at the community and national levels. The process also provides an opportunity for nutrition stakeholders to identify possible areas they can concentrate on in terms of capacity building as a way of responding to gaps identified in the mapping study. Lastly, the findings of the study will avail an opportunity to understand the strengths certain CSOs possess in Nutrition, as well as challenges they face.

1.5 Objectives of the Study

As part of the Terms of Reference (TOR), the specific objectives of this assignment are to:

- Conduct a mapping of nutrition-specific and nutrition-sensitive CSOs in Ghana that will be inputted into a database.
- Create a database that will serve as a dashboard for monitoring progress and managing results.

1.6 Research Questions

The study was guided by the following research questions:

- Which CSOs engaged in nutrition activities are found in Ghana?
- What is their level of knowledge and involvement in Nutrition?
- What nutrition initiatives/activities do they carry out?
- What challenges do they face in the course of implementing nutrition activities?
- What areas do they need capacity building on?
- What are the various partnerships and networks they have established over the years

2.0 METHODOLOGICAL APPROACHES

The mapping involved all ten regions of Ghana. Eligible organizations were all those who fit into our definition of CSO and are involved in nutrition-specific or nutrition-sensitive approaches or interventions. Such organizations should be registered with relevant authorities at the district, regional or national levels.

The study was cross-sectional in design and used both quantitative methods (structured interviews), as well as records review. To this end, a structured questionnaire was developed. The tool was used to document among others, basic background data of the organization (name of organization, physical address, email, telephone, post, website), contact person and details, presence and location (GPS coordinates, region, district, community), organization type, mission, vision, objectives, sources of funding, organization set-up, coverage, and challenges. Other details included but not limited to year of establishment, leadership, organizational structure, intervention coverage with GSP coordinates, partners, beneficiary, program areas, channel for delivering intervention, target population, interplay with government, governance and regulations, policy development and implementation, interplay with business, partners or inter-civil society interaction, community organizing and grassroots-level capacity building, financial resources, human resources, and internal governance.

The mapping employed a qualitative comparative approach to assess the presence and activities of various civil society organizations (CSOs) participating in nutrition activities in Ghana. The study employed various qualitative methods of data collection and analysis, this included the following:

2.1 Documents Review

Documents reviewed comprised of GHACSSUN Field Monitors' reports, and relevant district, national and CSO reports on Nutrition activities. All together these documentary sources can be categorized as Field Monitors' weekly reports, individual CSO monitoring and annual reports, and those of other stakeholders e.g. district and regional initiatives reports submitted to government.

2.2 Key Informant Interviews and In-depth interviews

Key informants comprised of CSO officials, local religious leaders, and government and local institutions leaders including administration and local government representatives such as District Health Directors, National GHACSSUN officials, National Development Planning Commission, community leaders, politicians, as well as GHACSSUN Field Monitors. For a detailed list of CSOs showing type, nature and activities refer to the Annex 2 below.

2.3 Focus Group Discussions

Focus group discussions were held with community groups supported by CSOs in the districts. The selection of participants was based on relevant beneficiary criteria such as wives district officials, women, and female youth, CSO beneficiaries, and clan leaders. These were organized into discussion groups of between 6-12 people. The mobilization of the groups for focus group discussions was done by the GHACSSUN Field Monitors. Based on their long stay and experience in the communities of their areas of operation, they knew where the participants were staying and they also used community groups such as of elders, women and the youth to get the required population and number for the discussions.

2.4 Data Analysis

Data was collected was analyzed by coding responses into coherent reflections on local personal and organizational experiences to the themes and sub-themes of the study. For example, experience of diverse CSOs was analyzed with regard to opportunities, challenges, and gaps in conducting nutrition services. A detailed analytical framework followed the criteria elaborated hereunder:

2.4.1 Key analytical outputs:

- A list of CSOs in nutrition in Ghana by key characteristics including type, district of operation, whether the CSO is known in the district, sources of support, and affiliation.
- The sectors, technical areas and actual activities in which CSOs are involved in, with focus on Nutrition but touching on other crosscutting areas such as gender, advocacy, capacity building, health, and education.
- The strategies used by CSOs to interact with the local communities
- The human, material, financial and technical capacities of CSOs
- CSO involvement in district programs, including attitudes, constraints, and requirements related thereto.

- Nutrition and cross-cutting initiatives of CSOs in within Ghana.
- Gaps in terms of areas not covered.
- The level of knowledge and capacity of the CSOs in relation to Nutrition.
- The challenges and lessons learned by CSOs in their Nutrition work.
- Areas of success by CSOs in Nutrition activities. In other words the best practices of CSOs.
- Opportunities for nutrition-sensitive and nutrition related organizations to further build their capacities.
- Opportunities for partnerships with GHACSSUN and other like-minded bodies in nutrition work.

2.5 A Conceptual Framework in Understanding CSOs' Role in Nutrition

2.5.1 Definition of Key Concepts:

2.5.2 The Genesis of CSOs

Civil society encompasses all those organizations that exist in the space between the household and the state, which are voluntary in nature and which have significant autonomy from the state (DENIVA, 2006; Manor, 2004; Bazaara and Kintu, 1999). Civil society goes beyond the big (and more formal, legally constituted and structured) non-governmental organizations to also include small (usually non-formal) community-based organizations, as long as they are "voluntary" and autonomous from the state (Manor, 2004)⁸.

The role of civil society has gained tremendous recognition in the past decade when the end of the Cold War saw an increase in intra-state conflicts leading to the genesis of the engagement of the civil society organizations in the area of Conflict Prevention, Management and Resolution. This was further strengthened by the introduction of Boutros Boutros-Ghali's Agenda for Peace.⁴ The Agenda for Peace stipulates that NGOs including academic research organizations should work with the UN in addressing the new mix of conflicts in the post-Cold War world. It emphasizes that information generated by NGOs on early warning systems can be synthesized with leading political indicators to determine the existence of threats to international nutrition and security and for the purposes of preventive diplomacy and other relevant UN activities (Boutros-Ghali, 1992 and Alker, 2002). In Africa, CSOs emerged as vital actors in the effort to prevent, mitigate and resolve conflicts especially in the areas of peace-building and peace-keeping where governments were and still are ineffective. It is strongly believed that CSOs (including NGOs and Community-based Organizations) reach the poor or represent their needs and interest through various types of activities, including nutrition service delivery, representation of their interests, capacity building/strengthening, mobilization as well as sensitization (Manor, 2004). It has also been argued that central government monopoly over services provision is the

source of much inefficiency in public service delivery. This is likely to happen where there is no competition in service delivery between the state and non-state actors like CSOs. This has led to the tendency and need for the state to collaborate with CSOs to increase competition thereby improving efficiency. It is also argued that competition creates service providers who are more responsive to consumer needs and preferences (Tendler 2000). The Government of Ghana recognizes the role of civil society, including NGOs, both in service-delivery and in contributing to public debate about food security, nutrition, and poverty reduction¹⁰.

Various CSOs in Ghana have been involved in a number of good economic policy debates with government officials. Donors have in some cases provided support for advocacy and nutrition services delivery activities in Ghana. Evidence also acknowledges the role of CSOs in service delivery in various sectors such as education, health, water supply and agriculture. However, it has been realized that their success mainly depends on the donor funding. But in other situations CSOs are funded by Government, the NGO's work has been less effective (DENIVA, 2006). It should be noted however that CSOs at the same time face numerous challenges in pursuit of nutrition and development work. Some of the challenges include dependence on unreliable and non-sustainable funding from donors, and lack of qualified staff and appropriate structures. In most cases, CSOs closer to urban areas monopolize funding for nutrition and development work because they find it easier to source funding compared to those based in the rural settings, where these problems are highest. Other CSOs lose focus because individuals, particularly politicians tend to use them as spring boards for elective positions in society thereby interfering in their mandates for reasons ranging from local politics, security and performance based appraisals. Some CSOs also lack recognition from the government as well as the donor community (IPA/OAU Consultation Report, 1996)⁹. All these and other challenges confronting CSOs hamper their effective delivery of nutrition services.

2.5.3 Analyzing Collaboration between Civil Society and the State

It has been argued that the nature of the relationship between civil society and government depends on the form of government and its openness to civil society. Civil society can play a range of roles, from complementing, to pressurizing or opposing governments. Civil society is noted to derive its strength from being varied and diverse hence substituting for national government which is important by virtue of its capacity for centralized decision-making and action¹¹.

Reference to collaboration between CSOs and government presupposes a level of autonomy of the former from the latter (otherwise it would not make sense to

talk about collaboration if CSOs were part of the state). According to the macroeconomic policy framework, where the government is pursuing a private sector led growth strategy founded on the belief by liberal economic orthodoxy, the primary engine of growth of the economy is the non-state (largely private) sector. There is therefore the need to reduce state involvement in activities that are better suited to the private sector. It has been argued that central government monopoly over service provision is the source of much inefficiency in public service delivery. As such this has called for the tendency of the state to collaborate with CSOs which increases competition thereby improving efficiency because competition creates service providers who are more responsive to consumer needs and preferences (Tendler 2000).

The Government of Ghana recognizes the importance of CSO to the economy; the Ghana Shared Growth and Development Strategy includes the role of civil society in service-delivery and calls upon them to contribute to the public debate about poverty-reduction (Republic of Ghana, GSDS 2010).

Finally it can be deducted that because of the CSO recognition by the government, government officials have been participating in a number of public debates about economic policy where civil society organizations have been involved. This has encouraged some donors to provide support for advocacy and nutrition activities in Ghana. The donor assistance and government support have enhanced CSO's capacity to deliver services in several sectors, namely: education, health, water supply and agricultural information. In some cases CSOs have performed valuable functions where government has been less effective such as advocacy and human rights awareness campaigns e.g. advocacy for rights of the children. They are also involved in mainstream delivery of services for which Government is aiming to achieve universal coverage.

2.5.4 CSOs' Engagement in Nutrition: A global view

Civil society has been actively engaged in the management of conflict. In recent times, these initiatives have come under one banner - nutrition. CSOs have become central to efforts geared at addressing the scourge of violent conflict in localized and globalised contexts resulting in positive trends by which they are increasingly working in complimentary roles with governments in recent times. However, given the challenges involved, all actors civil society inclusive, must demonstrate a strong commitment to moving beyond rhetoric to deliver concrete and effective actions in nutrition. Among others, this calls upon them to support and not duplicate or contradict each other's nutrition efforts. One area of high expectation is to encourage CSOs in pushing governments to reform policy and legal frameworks for nutrition beyond health to include economic, social and

cultural development dimensions. For example, in evolving similar processes, the Government of South Africa brought together representatives of business, Labour, and the political establishments under the aegis of the National Economic Development and Labour Council (NEDLAC) to develop legislation on economic issues (Ramaphosa, 1996)⁸. Reference has been made to the successful cases from Sierra Leone and Mali where civil society has been known to have worked with international donors to develop creative options for promoting equitable distribution of resources and sustainable forms of development.

2.5.5 A review of literature on Nutrition Sensitive and Nutrition Specific Activities in Ghana and the role of CSOs

This information was reviewed in the development plans of the districts and CSOs publications. The review established a multitude of CSOs including NGOs/CBOs and donors that have been contributing directly or indirectly to nutrition and also to improve the quality of life of people of Ghana. It was established that:

DANIDA through Health and Road Sector Support Programmes supports the TAMALE District Council to achieve its objectives in the area of healthcare delivery, financial management (*capacity building*), road network system in addition to managerial and information communication capacity building.

OXFAM- GB contribute to education and in child development advocacy and participatory planning. OXFAM GB has also intervened in the areas of nutrition and pastoral development activities. These activities include:

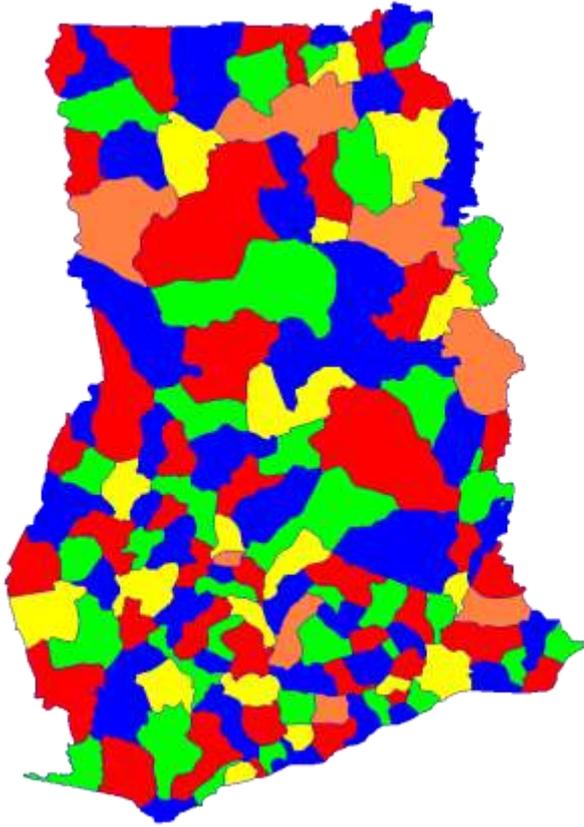
- Building capacities of partner CBOs that are involved in the promotion of pastoral livelihoods.
- Building capacities of community animal health workers
- Giving support to the farmer groups such as support given to the Ghana Association of Small Scale and Peasant Farmers.
- Providing support to vulnerable groups in the form of grants for income generating activities.
- Facilitating organizations in grain banking so that they start village and parish grain stores to combat food insecurity.
- Providing agricultural inputs such as tools and seeds have been provided to farmer groups to increase agricultural production. Donkeys and carts have also been supplied to women's groups for transport to ease their work and save time for other activities. It has trained and equipped pump mechanics and provided borehole kits in northern regions of Ghana.

- Oxfam is involved in the area of disaster preparedness by providing support to the District Disaster Management Committee and emergency preparedness by undertaking food needs assessments in order to forecast the food security situation
Other NGOs sighted in the literature include:
- **UNICEF** supports health services, education and child rights some districts and operates in other district in the areas of: rights to child health and nutrition; rights to schools and community water, sanitation and hygiene; HIV/AIDS and rights to self protection; rights of children in armed conflict and child friendly basic education in particular Alternative Basic Education (ABEK); participatory planning, and guinea worm eradication activities.
- **World Food Programme** is concerned with emergency food relief;
- **Catholic Diocese Social Services and Development** offers services in education, health, livestock production and development, social and spiritual development;
- **Presbyterian Church of Ghana Development Office** supports livestock production and development, education, health, water source development and spiritual development;
- **Ghana Agricultural Initiatives (GAI)**, a local CSO provides services in the areas of training, research, advocacy and consultancy.
- **Catholic Diocese of Tamale** offers services in the areas of health. It has built five health units. It has also been involved in gender and development programmes, sustainable agriculture and food security. It supports the girl-child in the area of education through sponsoring of a number of bright but needy girls and boys in school. It has interventions in disaster preparedness and emergency interventions especially during famine and flooding situations.
- **Adventist Relief Agency (ADRA)** supports the Ghana Education Service in primary education through training of teachers, construction of staff houses and community centers, agricultural demonstration, and water development.
- **Action Aid International (Ghana)** activities in Nutrition involve conducting nutrition education and awareness creation among the leaders on conflict affected communities.
- **The Christian Council of Ghana (CC)** is an ecumenical organization composed of the mainstream Christian churches; the Roman Catholic Church, The Anglican Church and other Orthodox Churches. It articulates issues of common concern including issues on peace, health, education, gender, social and economic justice. CC has head office in Accra but operates through the nation. It has offices in the Northern Regional capital

of Tamale to enhance community participation in decentralization for improved service delivery. One of the activities of the branch office is to carry out a training of trainers (ToT) in poverty resource monitoring and tracking, conflict sensitivity and rights-based approach. The Tamale branch office is well facilitated by the main office Accra. It has a training space, training materials, computer facilities and a motorcycle for transport. With this facilitation, GHACSSUN can partner with it to share existing resources including skills in training of trainers.

- **CARE** has several potentials which GHACSSUN can base on for partnership. These opportunities include: research and documentation, training skills and trained personnel in nutrition, experience with organizing nutrition related workshops and contact organization on nutrition with well established and facilitated office in Accra.
- **World Vision International and Catholic Relieve Services** also have a lot that GHACSSUN can tap from their long experience in diversification of livelihood services and health related services including safe water and construction of new sources of water, sanitation and child nutrition and protection. It should be noted that over the years, World Vision in particular has developed a good relationship with the communities. Based on the community relationships that have been developed, GHACSSUN should be in position to partner with World Vision International in pursuing nutrition work in those communities.

Map of Ghana – showing all the MMDs



3 STUDY FINDINGS

The data collected describes *CSOs* engaged in nutrition specific and nutrition sensitive actions in Ghana in terms of type, districts of operation, sources of support, nutrition related activities and scope of geographical interventions.

3.1 Geographical coverage and Taxonomy of CSOs by Nutrition activities

The Mapping of CSOs study established various CSOs including international, regional, national and local CSOs and UN agencies engaged in nutrition activities. The study also identified small grass root structures, community groups and associations that promote nutrition either by working through larger CSOs and/or working independently. The study utilized already established databases by other organizations such as UN REACH, and District Health offices in the Regions. Other lists of the CSOs were obtained from directories of CSO networks in Ghana such as the Hunger Alliance of Ghana, Ghana Agricultural Initiative Networks (GAIN) whose membership includes CSOs operating in the study areas. A case by case analysis of a detailed nature is illustrated in Annex two of this report. This provides data on typology, nutrition activities, and scope issues covered by the CSOs. However in summary, Tamale District emerged as host of the largest number of CSOs (CBOs, local and international NGOs, and UN agencies). Several reasons explain why Tamale has the largest number of CSOs. Tamale being the first regional headquarters of Northern Ghana has a moderate infrastructure and favorable social services that have attracted many CSOs to establish their offices in the city. Other districts in the Northern Ghana are relatively very young and undeveloped with less social amenities. Some of the districts are less than five years old. There are no well developed hotels and residential premises to easily attract CSOs in their area. However, some NGOs are briefcase issues while others use local CSOs to do their work.

3.2 Sources of Support

CSOs had combinations of support sources both local and foreign in nature. Local sources include annual subscriptions from membership and donations from "friends" of the CSOs. Outside local and foreign sourcing entailed fundraising, donations, partnerships and collaborations and charges on services rendered for other organizations. Most of the branch offices get funding from their main secretariats e.g. World Vision and Oxfam. Information on the major donors of CSOs for nutrition in Ghana was obtained from the work plans of beneficiary CSO and key informant interviews with CSOs and individual donor organizations¹⁰. The major donors include:

- Presbyterian Church Aid (DCA)
- Oxfam
- Action Aid
- Christian Council
- DANIDA
- Concern Worldwide
- European Union

- DIFID
- USAID

3.3 Target Groups by the respective CSOs for Nutrition

Most of the CSOs in the area of nutrition in Ghana target all populations irrespective of their age. However the women, youth and children are the most targeted because they are the most vulnerable. Other CSOs target young children, orphans and HIV/AIDS victims.

3.4 The main area of Activities including cross-cutting activities

The main sectors are nutrition-specific, nutrition-sensitive and economic activities providing alternative livelihoods, water and road construction, advocacy and lobbying. The cross-cutting areas were health and education including HIV/AIDS, and animal health, agriculture and education.

3.5 Capacities of CSOs

In terms of the human, material, financial and technical capacities of CSOs, there were a lot of variations and disparities between the large organizations which are mainly international CSOs and UN agencies. Most local CSOs were CBOs registered at district level and others not yet registered. International CSOs had well established offices, better facilitated with furniture and spacious office rooms. Their offices are highly equipped with computerized systems and four wheel drive vehicles and motorcycles which could stand the difficult conditions of the rural Ghana terrain. They work in partnership with small CSOs which are mainly CBOs and other grass root structures to reach the target people. This is made possible either through partnership or sponsoring small CSOs either to do their own activities or to work on behalf of the large CSOs including both international and UN agencies. In terms of capacities most small CSOs or CBOs are disadvantaged. Most of them are located in towns, and have single small rented rooms and a few have computers. Even those few with computers, their computers are not regularly serviced or are dysfunctional.

In the most key informative interviews conducted with the Tamale district technocrats and politicians (i.e. DHO, DMO, DAO, DNO and DCE), they referred to World Vision as the most active and successful CSO in the whole district. However, when the study visited World Vision offices they found amidst a lot of work it is involved in, it owns one four wheel drive and old motorcycle donated by World Vision International. It was reported that most local CSOs lack finance to implement their activities and wait for donor funds in order to operate. The CSOs/CBOs indicated that donor dependence slows down their effectiveness in

nutrition services delivery as most activities are carried out in remote places of the country.

Another sensitive issue in terms of CSO management in the mapping study was the issue of human capacity. Although one would rightly say that the international and UN agencies were well financed, highly trained and competent staff and better facilitated transportation and ICT facilities, they decried of a small staff in that most of them have their headquarters in Accra but the branches in the districts have few staff. For instance, Action Aid Ghana has a branch in the Tamale District with one officer and a driver.

On the issue of human resource capacity, local CSOs are at a disadvantage. They have a thin staff due to limited financial resources and staff who have inadequate capacity (in terms of training and competency) to undertake most of the CSO activities. At most the head would be a graduate or qualified in another technical field but the problem remains with the rest of the staff as they lack technical nutrition expertise in project planning, development, and management skills. Another noticeable challenge was that there were no refresher training opportunities for most of local CSOs.

3.6 Level of Knowledge of CSOs in relation to Nutrition

All CSOs that were reviewed in the CSO Mapping study were engaged in activities related to nutrition either directly or indirectly. As such they had full knowledge of nutrition activities although few of their staff had acquired nutrition training and skills. The study established that there was room and opportunities for training and retraining the human resource in nutrition skills in almost all CSOs covered. Some CSOs dealing in other areas like providing alternative livelihoods, food security and health still need nutrition advocacy skills since they offer services to the conflict affected communities. CSOs were reported to be good at mobilization, lobbying and advocacy of the communities. Most CSOs such as World Vision, Oxfam, and Action Aid International Ghana use grass root structures to reach the local communities.

They have also either formed community based groups or built capacities of the existing grass root structures which they go through to pursue their nutrition activities. A case in point is Oxfam in the Tamale district. Therefore CSOs easily use the capacity-built and formed structures to mobilize the communities. Concerning lobbying and advocacy, most of the CSOs have been around for quite some time; others belong to other national and district umbrella networks where they network for information sharing. They also collaborate with international and UN agencies for assistance so they are good at lobbying and advocacy. The mapping study also established that there is favourable relationship between

CSOs and government hence making it easy for CSOs to lobby government for support.

Although there is a reasonable number of CSOs mainly NGOs and CBOs already engaged in nutrition activities, the study established that there were weak coordination mechanisms and an absence of administrative and structural systems to ensure that nutrition interventions are successful in Ghana. There is limited capacity within CSOs to effectively conceptualize and contextualize nutrition interventions within the development paradigm.

3.7 CSOs' Strategies to Reach out and Interact with Communities

It is worth noting that some international CSOs and UN agencies work through local CSOs to reach the communities. These CSOs include Oxfam, Action Aid International, Save the Children and World Food Programme. Most of the CSOs work in partnership with local government and grass root structures in pursuing nutrition activities. CSOs also liaise with political leaders for community mobilization. At every level of decentralized governance system, there is a publicity secretary meant to mobilize people for community activities. So CSOs also make use of the publicity secretary especially at lower local governments to meet the target population.

3.8 Nature of relationships between CSOs and Local Governments

3.8.1 Relationships between CSOs and Local Governments

The mapping study established that there was a cordial relationship between CSOs engaged in nutrition activities and local government structures. Their relationship can easily be explained in the complimentary work they do in the area of nutrition. At the grass root level, local councils help CSOs in mobilization of people and communities for meetings. The government also offers authority to operate in certain localities and also sometimes identifies areas of operation for CSOs. Local government officials were also reported to comprise part of the participants in that when the CSOs plan their activities they invite government officials to be part of the participants.

The district local government and other higher government officials have positive relationships with the CSOs engaged in the nutrition activities. It was reported that when CSOs invite government technocrats to come and officiate over the CSOs activities they voluntarily and willingly adhere to the invitations and are the ones who open and close training activities. It was also reported that they become active participants in plenary discussions, giving advices and exchanging experiences between government and CSOs. It was noted that the government sponsors some of the CSO activities like advocacy skill training activities and nutrition dialogues. At the same time the district technocrats and local

governments invite CSOs to their meetings. In Tamale district, for instance, it was reported that the district has been building capacities of CBOs with support from Action Aid International Ghana. All CSOs are required to register with the district. At this point the district local government helps the large and International CSOs to identify local CSOs to partner with.

Some CSOs share work plans with the local governments and also for adoption in the district plans. Apart from the district local government participation in CSOs' activities, they also provide security when CSOs are doing nutrition related activities.

3.8.2 CSO to CSO Interactions

CSOs also relate well with others in the pursuance of Nutrition work in Ghana. Some CSOs have formed partnerships while others have alliances and partnerships. Large CSOs such as Oxfam, Action Aid International Ghana and World Vision international contract small and local NGOs and CBOs to do their work through Memorandum of Understanding (MoU). Small grass root associations such as for women association also partner with CSOs in nutrition activities and do contribute materials for nutrition dialogue meetings. The CRS have representatives from parishes. The CRS are composed of elders, women, youth, opinion leaders, and community leaders. They link up and form the inter-district CRS.

3.8.3 CSO involvement in Local Government Programme

All the CSOs are required by law to register with government authorities. The need to regulate CSOs in Ghana gained importance in the second half of the 1990s following the rapid proliferation of NGOs in the country. There was concern about the big and increasing number of local and international organizations calling themselves "NGOs", whose activities were not clearly known or accounted for. Government therefore put in place the *Non-Governmental Organizations Registration Statute*, the main aim being to provide for the registration of NGOs and to establish a Board for NGO registration and matters connected therewith. The NGO Registration Board was established with a Secretariat in the Ministry of Interior; CBOs are registered at the local government levels mainly at the district headquarters only. The CSO are required to register with the district of operation both for permission to be allowed to carry out their activities in the district but also for identification to be known in the district. During the conduct of this CSOs study it was found out that CSOs are involved in the planning process of the district and do participate in local government planning meetings and in sensitization meetings such as the inter-tribal conflict management meetings.

The CSOs expressed satisfaction working with the government because they said important issues can be brought out and discussed, handled and the working document ties CSOs and the government. This kind of cooperation builds confidence among the target people because they will know that CSO activities are in line with the district development objectives. However it should be noted that apart from registering with the government and also being called in to attend sensitization and planning meetings, CSOs were not involved in any local government projects or activities. But the CSOs on the other hand stated that they do involve local governments especially at lower levels for community mobilization.

3.9 Gaps in terms of Nutrition areas not covered

There are considerable gaps in nutrition service delivery. The gaps are mainly of high concentration of CSOs in 'soft spots' mainly because of operational - financial, logistical - and security reasons; to the detriment of equally needy but remoter areas of country. For example:

- Concentration of activities in some districts like Tamale District (e.g. which hosts about 65 CSOs compared to less than 5 CSOs in Dangbe East district)? This factor contributes to the high duplication of duties.
- Concentration of CSOs in the urban areas of the remaining parts of the country
- "Particularism" syndrome whereby many local CBOs are limited to their localities in service delivery
- Donor driven agenda of most CSOs undermines local nutrition priorities.
- Inadequate skills in nutrition for staff
- Lack of coordination between nutrition actors leading to duplication of services
- Most of these gaps are explained by the numerous challenges individual organizations raised in the section below. In essence therefore, by addressing some of these challenges it is possible to improve coverage of local CSO nutrition contributions.

3.10 Challenges and Lessons Learned by CSOs in their Nutrition work

Numerous challenges facing CSO nutrition work were highlighted and involved mainly logistical, funding and human resource issues as outlined below:

- Weak frameworks for nutrition advocacy and communication. For example, Ghana as a country until very recently did not have a National Nutrition

Policy. Consequently, there is poor coordination of state, intra-state, international and CSO stakeholder engagement in nutrition action.

- The state of poor social services and infrastructure in Ghana remains at the heart of the structural challenges undermining CSO nutrition initiatives. For example, delivery of potable water and sanitation, agriculture modernization, improved education and health, expansion of road networks and environmental and nutritional services are major predicaments.
- Limited staff and/or operating under inadequate secretariats; the latter case has forced CSOs to use other organizations as intermediaries on the ground - a situation that affects their effective implementation of work and achievement of targets. Other connected operational challenges include space, poor ICT, etc.
- Interference from local sectarian interests mainly by politicians and sometimes technocrats in ways that disorganize, distort or even derail CSO operations.
- Competition for resources among local CSOs has bred the tendencies to conceal and falsify information whereby even government institutions cannot access or are denied the right information.
- Inadequate financial management skills hamper fundraising and accountability for donor funds leading many CSOs to lose support.
- Corruption is becoming wide-spread as many CSOs are forced to bribe their way into districts and nutrition activities by some local politicians who demand for hand outs (some CSOs claimed this is draining their budgets).
- Donor rigidity is another problem in that many of these have funding limits, strict accounting modalities and vehicle operational guidelines, which some CSOs find constraining to their work. For many of these organizations, nutrition work needs some considerable flexibility in donor-CSO relations to meet local challenges.
- Sometimes there is incongruence between local CSO and donor priorities for nutrition activities in the area. For example, while some donors opt for supporting livelihood projects to enhance nutrition e.g. supporting income generating projects, some local CSOs would prefer to have donors focused to sponsoring nutrition specific programmes.
- Poor appreciation of educational and health services occasioned by high school drop-out rates, reluctance to use health centers are prevalent but also said to arise from, among others, inadequate teacher/health staffing, drug stocks, state of infrastructure and long distances
- Inadequate skills in overall nutrition planning and activity implementation

3.11 Opportunities for building capacities of CSO in Nutrition

Most of the activities CSOs engage into present opportunities for capacity building in order to improve the delivery of nutrition services, such as the following:

- It was evident that there is a higher conceptual knowledge of nutrition as a holistic process
- Most CSOs are able to reach grassroots communities with messages and other support.
- A number of CSOs have built experience in dealing with international donors and networks for nutrition .
- The levels of inter-CSO and CSO-public coordination has been growing and can act as a basis for scaling up nutrition, especially in areas of ante natal care and breast feeding
- Many CSOs are focusing their roles in facilitating good nutrition through sponsoring access and exchange of best practices on nutrition in their areas operation
- Some have developed institutional financial and logistical capacity to manage nutrition activities
- Donor interest in nutrition is currently high and this window of opportunity must be exploited particularly in as far as promoting partnership between communities, CSOs, government and other stakeholders is concerned.

3.12 Opportunities for partnerships with GHACSSUN in Nutrition work

With regard to forging partnering with GHACSSUN, the same CSOs have positioned themselves favorably for such an opportunity in Nutrition activities at regional and higher levels by way of:

- CSOs have a central role to play in collaborating with GHACSSUN to share information with district, nongovernmental and cross-border stakeholders
- Some CSOs have international standards of global partnerships.
- Qualifications of personnel and logistical growth are evidence of capabilities to reach all areas of Ghana and beyond
- Many depicted growing abilities to engage in promoting nutrition dialogues in areas of human rights and nutrition training
- Helping to build nutrition partnerships and networks
Strengthening grassroots structures like nutrition committees composed of former DCE, women and youth.
- Facilitating the reach and depth of rewards for work, school and for nutrition initiatives.
- Building skills in nutrition for youth, CBOS, NGOs and creating avenues for mentoring and renewal regularly to ensure sustained collaborative actions
- Many organizations have potential for lobbying and advocacy through the media

- Appreciating multiple approaches for nutrition activities as including livelihood support and economic empowerment as well as expanding target audiences beyond the women to other key relevant institutions including schools, local communities etc.

3.13 SWOT Analysis of CSOs

Discussions with the CSO members revealed the desire and willingness to participate in the GHACSSUN project. They hope this will give them the opportunity to effectively influence nutrition policy dialogues. The table below highlights the Strengths, weaknesses, opportunities and threats of the identified CSOs in governance and organisations aspects.

SWOT Analysis of the Identified CSOs

Strengths	Weaknesses	Opportunities	Threats

<ul style="list-style-type: none"> -Large grass root membership engaged in various income generating activities. -Bound by a constitution and by-laws which is recognised by government. -Affiliation to GHACSSUN - enjoying all the privileges & rights of the coalition. -Well defined administrative structures in accordance with the Constitution and law -Strong government support through the MOH and Ministry of Food & Agriculture (MOFA) . -Strong internal democracy. 	<ul style="list-style-type: none"> -Voluntary membership resulting in weak cohesion among group members. -Feeble financial position due to few income sources limited to member contributions and primary production activities. -Lack of assets to increase production capacity. -Inadequate capacity to collect and analyse market information and venture into well-researched programs. 	<ul style="list-style-type: none"> - Government support i.e. free agricultural advisory services & MOH advocacy. - The liberalized market offers great potential for expansion & diversification of productive ventures. -Government support of CSOs offers good opportunities for increased collaboration and partnership with government for sources of finance; -Availability of general infrastructure and market for all CSO products. 	<ul style="list-style-type: none"> - Policy changes - Liberalization of the economy. - High illiteracy levels amongst group members. -High poverty levels amongst group members.
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4 .0 CONCLUSION

The findings of this study suggest that the number and sophistication of the CSOs delivering nutrition services in Ghana has dramatically increased to advantage of GHACSSUN's overarching purpose of facilitating active and sustained CSO engagement in nutrition issues in Ghana. The study established a list of the recommended CSOs for partnership with GHACSSUN that were found

with the necessary potential to carry out Nutrition work. Some of the CSOs had experience working with international CSOs and international agencies, partnership with government bodies, adequate grass root mobilization skills and trained skilled personnel in basic nutrition approaches. They had also established offices and modern office facilities though some needed enhancement in terms of infrastructural capacity building and nutrition skills development especially local CSOs.

However, the same CSOs, particularly the local grassroots based ones, are beset by primordial challenges of donor dependency, inadequate human and logistical resources and limited capacities to fundraise for and/or effectively account for what they have. Most of these are therefore in need for varied levels of capacity enhancements in areas that will empower them in, among others, areas of:

- Strengthening secretariats (logistically, financially and institutionally)
- Additional skills in nutrition service delivery
- Networking and collaboration to avoid competition and duplication
- Lobbying and advocacy skills
- Cooperation with local governments in lobbying for nutrition within the wider context of delivery of much needed social services likes safe water, health, and education.

In addition, as a country, and as explained above, Ghana lacks a working National Nutrition Policy to act as a framework for addressing the ever increasing community and national institutional efforts at prevention and treatment of malnutrition in the country and at various levels - at the regional/cross-border, national, and local. Consequently, many local and international actors and their activities often are conducted haphazardly to the detriment of the common good. In fact, one is tempted to agree with the UN SUN Movement's call for an umbrella organ to coordinate all nutrition activities in the country.

5.0 RECOMMENDATIONS

At the structural level, the Government of Ghana needs to complete work on implementation of the National Nutrition Policy in view of the positive trends in the emergence of a strong nutrition CSO-public-private sector. In this regard, draw backs presently facing CSOs institutions will be addressed through the partnerships that they may establish with bodies like GHACSSUN and international bodies like UN SUN, UN REACH, WOLRD FOOD PROGRAMME and

the UNDP. Likewise, Government should continue seeking all ways of addressing the pressing demands for socioeconomic development afflicting the Ghanaians most importantly of acute shortage of water and pasture, safe drinking water, quality education, health, nutritional and agricultural services most of which are in poor condition.

Regarding local CSOs in the area, those singled out for making credible contributions to nutrition should be linked to support for their various capacity building needs among which areas like:

- Strengthening secretariats (logistically, financially and institutionally)
- Additional skills in nutrition services delivery
- Networking and collaboration to avoid competition and duplication
- Lobbying and advocacy skills
- Cooperation with local governments in lobbying for investment in nutrition within the wider context of delivery of much needed social services likes safe water, health and education.

In the wider context GHACSSUN could deepen CSO capacities for participating in national nutrition initiatives, transformation and diversification of peasant livelihoods, improving social and economic infrastructure in areas of accessing adequate health, education, water and nutrition services.

In its present form, the mapping study has emphasized input-output variables of the CSO nutrition activities yielding mainly their internal organizational shortfalls and less on impacts and outcomes by which a more rigorous assessment of their substance could arise. It is therefore recommended that future mapping processes engage CSOs in assessing their own and their beneficiary perceptions of impact and outcomes of their activities.

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Annex 1

Ghana Coalition of Civil Society Coalition for Scaling Up Nutrition Mapping of CSOs Involved in Nutrition-specific and Nutrition-sensitive Actions in Ghana

Terms of Reference

I Context

Like many other countries in the Sub-Saharan Africa region, Ghana has frequently taken early steps in making commitments to address her food security and Nutrition problems. The country is thus a signatory to a number of international declarations asserting the right of its citizen's to adequate food and Nutrition security.

Despite this international zeal, malnutrition remains a recognized development challenge, and even though proven interventions exist, it remains low priority on the national policy agenda. Typically, nutrition has been framed as an ancillary to health interventions. This is evidenced by the fact that a National Nutrition Policy is currently being drafted after 55 years of nationhood. There has not in the past been any coordinated national policy on food and nutrition, although several Government-endorsed documents on Nutrition programming and legislation on specific aspects of Nutrition exists.

There is inadequate cross-sectoral coordination and collaboration at the National and sub-national levels. Currently, there is no inter-sectoral/inter-ministerial body to coordinate nutrition actions across Ministries and agencies leading to weak integration of nutrition across the institutions implementing nutrition-specific and nutrition-sensitive interventions. To attain the purpose of raising the priority level of nutrition and to support scale up effective nutrition interventions in Ghana, several objectives, associated activities and outcomes have been proposed. These include nation-wide mapping of CSOs involved in nutrition-specific and nutrition-sensitive programming, policy and advocacy, with an outcome - database of CSOs involved in nutrition activities compiled.

II. Objectives of the mapping exercise

Main objective:

The mapping exercise, which will include geographical representation of the information gathered, will be used by stakeholders in maternal and child nutrition to make comparisons within the CSO platform.

Objective of the assignment

The specific objectives of this assignment are to:

- Conduct a mapping of nutrition-specific and nutrition-sensitive CSOs in

Ghana that will be inputted into a database.

- Create a data base that will serve as a dashboard for monitoring progress and managing results

III Scope of the Work

The scope of the work will include:

Inception Report; including detailed method, scope and study framework;

Identify CSOs/NGOs/FBOs etc, programmes and services according to types or packages, and target groups;

Cartographic presentation of the key outcomes of the assignment

IV Expected Deliverables

The expected deliverables are:

A report of the mapping exercise, which will include a database of the CSOs/NGOs/FBOs, and types, location and target groups.

The report must also include a geographical representation of their various activities.

The report should include the following sections:

Executive summary

Introduction

Methodology

Findings

Analysis of findings

Recommendations

Conclusion

References

Annexure

IV The Study duration and areas of Study:

The total duration of the study will be 30 calendar days whose, breakdown will be decided by the consultant in collaboration with the Consultancy Supervisory Team. The areas of study will be the ten (10) regions of Ghana.

V Desired Background and Experience:

An Advanced Degree in Nutrition, Public Health, or the Social Sciences;

At least five years or more of professional experience in evaluation and research;

Written communication skills in English;

Familiarity with Ghana's landscapes an advantage;

Experience in conducting interviews and analyzing collected data;

Experience with working in an intersectoral context;

Computer literacy (Microsoft Word, PowerPoint, Excel and Internet)

Annex 2 – Details of CSOs Mapped

CIVIL SOCIETY ORGANISATION (CSOs)	COVERAGE /DISTRICT	TYPE	MODE OF OPERATION	SOURCE OF SUPPORT
Alliance Against Hunger & malnutrition Nationwide	Accra Metropolitan	National NGO	Advocacy, Networking and Community Empowerment	Membership subscriptions, fundr
Gender Centre For Empowering Dev.	Accra Metropolitan	CBO	Women Empowerment and Entrepreneurship Development	Membership subscriptions, fundr
Hope For Future Generation	Accra Metropolitan	CBO	Women and Children wellbeing Empowerment	Membership subscriptions, fundr
OIC International	Accra Metropolitan	INGO	Capacity Building and Advocacy	Subscriptions, International Dono
Wellbeing Foundation International	Accra Metropolitan	CBO	Capacity Building	Membership subscriptions, fundr
Foundation for Local Aid	Adaklu	CBO	Advocacy and Support Service	Membership subscriptions, fundr
Giants Of The Future International	Agona East	CBO	Advocacy and Sensitisation	Membership subscriptions, fundr
Zongo Youth Foundation	Akuapim South Municipal	CBO	Advocacy and Sensitisation	Membership subscriptions, fundr
Live Now Foundation	Akwapim North	CBO	Community Empowerment and Sensiization	Membership subscriptions, fundr
Precious Women Association	Akwapim South Municipal	CBO	Advocacy and Sensitisation	Membership subscriptions, fundr
Youth Action on Reproductive Order	All Districts in Northern Region	CBO	Advocacy & Community Empowerment	Membership subscriptions, fundr
Association of Church Development Projects	All Districts in the Upper East, Upper West and Northern Regions	FBO	Advocacy, Networking and Community Empowerment	Membership subscriptions, fundr
Network for Health and Relief Foundation	Amansie West	CBO	Community Empowerment, Advocacy and Sensitisation	Membership subscriptions, fundr
Devascom Foundation	Asante Akim	CBO	Advocacy and Sensitization	Membership subscriptions, fundr
Capacity Dev. Foundation	Assin North Municipal	CBO	Sensitization, Advocacy and Community empowerment	Membership subscriptions, fundr
Human Care and Maintenance Foundation	Asunafo South and Asunafo North	CBO	Women Empowerment, Advocacy and Sensitisation	Membership subscriptions, fundr
Farms and Garderns Institute	Asutifi North	CBO	Training, Capacity Building and Empowerment	Membership subscriptions, fundr
New Image for Rural Development	Asutifi North	CBO	Sanitation Campaign and Education	Membership subscriptions, fundr
African Farming Families Foundation	Atiwa	CBO	Advocacy, Community Empowerment, Training and Sensitisation	Membership subscriptions, fundr
Professional Farming Consultants	Atiwa	CBO	Capacity Building Training	Membership subscriptions, fundr
Bawku East Children Relief Service	Bawku Municipal	CBO	Empowerment of the Vulnerable	Membership subscriptions, fundr

CIVIL SOCIETY ORGANISATION (CSOs)	COVERAGE /DISTRICT	TYPE	MODE OF OPERATION	SOURCE OF SUPPORT
Presbyterian Agriculture Station-Garu	Bawku Municipal	FBO	Advocacy, Sensitisation and Community Empowerment	Membership subscriptions, fundr
Widow and Orphans Foundation	Bawku Municipal	CBO	Community Empowerment	Membership subscriptions, fundr
Rural Water and Sanitation Promotional Service	Bia	CBO	Sensitization, Advocacy and Community empowerment	Membership subscriptions, fundr
Kalabash Ghana	Bolgatanga Municipal	CBO	Sensitization and Community Empowerment	Membership subscriptions, fundr
Trax Program Support	Bolgatanga Municipal	CBO	Sensitization and Advocacy	Membership subscriptions, fundr
Centre for Integrated Development Initiative	Bongo	CBO	Sensitization and Community Empowerment	Membership subscriptions, fundr
Kunkua Renaissance And Development	Bongo	CBO	Advocacy, Sensitization and Community Empowerment	Membership subscriptions, fundr
Salvation Aid for Africa	Bongo	FBO	Sensitisation, Empowerment and Advocacy	Membership subscriptions, fundr
Christian Rural and Network	Cape Coast Metropolitan	FBO	Sensitization, Advocacy, Community empowerment and Rural Development	Membership subscriptions, fundr
Foundation for Dev. of African Cultural and Heritage	Cape Coast Metropolitan	CBO	Outreach on Health Issues	Membership subscriptions, fundr
Rural Women Dev. and Health Initiatives	Cape Coast Metropolitan	CBO	Sensitization, Advocacy and Community empowerment	Membership subscriptions, fundr
Safe Family Fondation	Cape Coast Metropolitan	CBO	Medical Outreach Programs and Health Screening	Membership subscriptions, fundr
Voluntary Help Organisation	Cape Coast Metropolitan	CBO	Sensitization, Advocacy and Community empowerment	Membership subscriptions, fundr
Centre for Maternal Health and Community Empowerment	Dormaa Municipal	CBO	Community Empowerment, Mobilisation and Advocacy	Membership subscriptions, fundr
Community and Family Aid Foundation	Ga East Municipal	CBO	Advocacy and Sensitisation	Membership subscriptions, fundr
Development Action Association	Ga South	CBO	Advocacy, Community Empowerment and Sensitisation	Membership subscriptions, fundr
Heifer International Ghana	Ga West	CBO	Community Empowerment, Education Campaign & Support Service	Membership subscriptions, fundr
New Life Foundation	Gomoa West	CBO	Advocacy and Sensitisation	Membership subscriptions, fundr
Associates For Sustainable Rural Development	Ho Municipal	CBO	Educational Campaign, Vocational Training and Rural Development	Membership subscriptions, fundr
BS SME Foundation	Ho Municipal	CBO	Capacity Building	Membership subscriptions, fundr
Divine Favour Agency	Ho Municipal	CBO	HIV/AIDS Campaign	Membership subscriptions, fundr
Strong Tower Foundation	Ho Municipal	CBO	Sensitisation, Advocacy and Community Empowerment	Membership subscriptions, fundr

CIVIL SOCIETY ORGANISATION (CSOs)	COVERAGE /DISTRICT	TYPE	MODE OF OPERATION	SOURCE OF SUPPORT
Volta Aid Foundation	Ho Municipal	CBO	Advocacy& Community Empowerment	Membership subscriptions, fundr
Kabile Co – operative Cashew Farmers and Processing	Jaman North	CBO	Advocacy, Support Service, Sanitation and Documentation	Membership subscriptions, fundr
Association of Jasikan District Civil Society	Jasikan	CBO	Sensitisation, Advocacy and Community Empowerment	Membership subscriptions, fundr
Wofabeng Agroforestry and Environmental Development Group	Jasikan	CBO	Advocacy and Community Empowerment	Membership subscriptions, fundr
Rural Action Alliance Program	Jirapa	CBO	Advocacy and Capacity Building	Membership subscriptions, fundr
Child Link Foundation	Juabeso	CBO	Sensitization, Advocacy and Community empowerment	Membership subscriptions, fundr
Development Focus	Juabeso	CBO	Advocacy and Documenation	Membership subscriptions, fundr
Centre for the Dev. of the People	Kassena Nankana East	CBO	Advocacy and Communication, Networking/Coalition Building	Membership subscriptions, fundr
Navrongo Women Health and Dev.	Kassena Nankana East	CBO	Advocacy, Sensitisation and Community Empowerment	Membership subscriptions, fundr
Soldiers of the Environment	Kintampo North and Sunyani West	CBO	Sensitization and Community Empowerment	Membership subscriptions, fundr
TNCE Women Service Group	Krachi East	CBO	Support Service to Women & Advocacy	Membership subscriptions, fundr
African Hope Foundation of Ghana	Kumasi Metropolitan	CBO	Advocacy, Community Empowerment and Sensitisation	Membership subscriptions, fundr
Light For Children	Kumasi Metropolitan	CBO	Conselling	Membership subscriptions, fundr
W-GOD VISION	Kumasi Metropolitan	CBO	Advocacy, Community Empowerment and Sensitisation	Membership subscriptions, fundr
Coalition for HIV/AIDS Awareness and Prevention	Kwahu South and Kwahu West	CBO	Community Empowerment and Sensization	Membership subscriptions, fundr
Concerned Health Ghana	La Dade Kotopon Municipal	CBO	Human Rights Advocacy, Health and Environmental Campaign	Membership subscriptions, fundr
Action for Society Development	Lawra	CBO	Advocacy, Sensitisation and Community Empowerment	Membership subscriptions, fundr
Kaabagangu Women Association	Lawra	CBO	Sensitization, Community Empowerment and Advocacy	Membership subscriptions, fundr
Adolescent Friendly And Peer Educators Organisation	Lower Manya Krobo	CBO	Advocacy	Membership subscriptions, fundr
Blessing Women Foundation	Lower Manya Krobo	CBO	Community Empowerment and Support service	Membership subscriptions, fundr
Bethel Youth Aid Foundation	Mfantisman Municipal	CBO	Women and Children wellbeing Empowerment	Membership subscriptions, fundr
Women Integrated Development Organisation	Nadowli	CBO	Sensitization, Community Empowerment and Advocacy	Membership subscriptions, fundr

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Langmaal Centre for Rural Development Initiatives	Nandom	CBO	Advocacy, Sensitisation and Community Empowerment	Membership subscriptions, fund
OXFARM GB	Nation wide	INGO	Advocacy and Facilitating	OXFARM GB
Ghana Agricultural Initiatives Network	Nationwide	National NGO	Impact Evaluation,Networking & Advoc	University of California, Berkeley
Ghana Institute for Sustainable Dev.	Nationwide	National NGO	Sustainable Dev. &	International Donors
Gh National Ass. of Poultry Farmers	Nationwide	National NGO	Processing and Marketing	Subscriptions, fundraising
Peasant Farmers Association	Nationwide	National NGO	Advocacy and Networking	Subscriptions, fundraising
Action Aid	Nationwide	INGO	Advocacy, Community Empowerment and Sensitisation	International Donors
Adventist Development Relief Agency	Nationwide	FBO	Capacity building, Community Empowerment and Advocacy	Church Donations & Internationa
African Assistance Plan	Nationwide	National NGO	Capacity Building, Community Empowerment and Advocacy	International Donors
Alliance for Reproductive Health Right	Nationwide	National NGO	Advocacy and Sensitization	International Donors
CARE International	Nationwide	INGO	Capacity building, Sensitisation, Community Empowerment and Advocacy	International Donors
Catholic Relief Services	Nationwide	FBO	Advocacy, Community Empowerment and Sensitisation	International Donors
Centre for Community Study Action and Development	Nationwide	National NGO	Documentation, Advocacy, Sensitisation and Community Empowerment	International Donors
ECASARD	Nationwide	National NGO	Advocacy and Research	International Donors
Ghana Muslim Mission	Nationwide	FBO	Advocacy and Training	Doation
Ghana Pentecostal Council	Nationwide	FBO	Advocacy and Communication	
Organization for the Support of the Disabled and deprived	Nationwide	National NGO	Mental health Campaign , psychology and Social Work	
Plan Ghana	Nationwide	INGO	Community Empowerment and Capacity Building for Children	International Donors
Rotary International	Nationwide	INGO	Advocacy and Capacity Building	International Donors
Strategic Youth Network for Dev.	Nationwide	National NGO	Capacity Building and Advocacy	
The Hunger Project Ghana	Nationwide	INGO	Documentation, Advoc & Sensitisation	International Donors
World Cocoa Foundation	Nationwide	INGO	Community Empowerment and Training	International Donors
World Vision Ghana	Nationwide	FBO	Advocacy, Community Empowerment & Sensitisation	International Donors
Amen Amen Institute	Nationwide	FBO	Communication & Support Service	Subscriptions, fundraising
Tinacon Foundation	Nkwanta North	CBO	Community Entry &Conservation , Sensitization and Training	Subscriptions, fundraising
Centre For Advancement For Maginalised Person	Obuasi Municipal	CBO	Doocumenntation and Community Empowerment	Subscriptions, fundraising
Sincere Aid Foundation	Obuasi Municipal	CBO	Advocacy and Community Empowerment	Subscriptions, fundraising
Jaksally Youth Group	Sawla - Tuna - Kalba	CBO	Community Empowerment & Sensitisation	Subscriptions, fundraising
Project Planning and Management Network	Sefwi-Wiawso	CBO	Sensitization, Advocacy and Community empowerment	Subscriptions, fundraising

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Life Relief Foundation	Sekondi Takoradi Metropolitan	CBO	Advocacy	Subscriptions, fundraising
Winrock International	Sekondi Takoradi Metropolitan	INGO	Advocacy, Sensitisation and Community Empowerment	International Donors
Centre for Family Care and Dev.	Sekyere East	CBO	Advocacy, Community Empowerment and Sensitisation	Subscriptions, fundraising
Youth Association for the Prevention of Blindness and Diseases	Sekyere East	CBO	Sensitization and Documentation	Subscriptions, fundraising
African Women International	Shama	CBO	Sensitization, Advocacy and Community empowerment	Subscriptions, fundraising
Action for Sustainable Development	Sissala East and Sissala West	CBO	Community Empowerment & Advocacy	Subscriptions, fundraising
Salem Maternity Better Life Movement	South Dayi	CBO	Routine Education and Early Childhood Development Practices	Subscriptions, fundraising
The New Horizon Movement Centre	South Dayi	CBO	Sensitisation and Advocacy	Subscriptions, fundraising
Abibiman Sankofa Cultural Movement	Suhum/Kraboaa/Coaltar	CBO	Community Empowerment and Sensitization	Subscriptions, fundraising
Ampa Resource Foundation	Suhum/Kraboaa/Coaltar	CBO	Advocacy, Care Support and Sensitisation	Subscriptions, fundraising
Human Development Focus	Sunyani West	CBO	Capacity Building, Community Empowerment and Advocacy	Subscriptions, fundraising
Global Media Foundation	Tain	CBO	Advocacy, Research & Support service	Subscriptions, fundraising
SEND Ghana	Tamale	National NGO	Advocacy, Capacity Building and Community Empowerment	Subscriptions, fundraising
Crescent Educational Volunteer Service	Tamale Metropolitan	CBO	Advocacy and Community Empowerment	Subscriptions, fundraising
Enterprising Women in Development	Tamale Metropolitan	CBO	Advocacy, Women Empowerment, Documentation & Sensitisation	Subscriptions, fundraising
Farmers Organisation Network in Ghana	Tamale Metropolitan	CBO	Advoc & Training programs for Farmers	Subscriptions, fundraising
Navrongo Centre Action in Awareness Centre	Tamale Metropolitan	CBO	Advocacy, Sensitisation & Mobilization	Subscriptions, fundraising
Northern Sector Action on Awareness Centre	Tamale Metropolitan	CBO	Advocacy and Sensitisation	Subscriptions, fundraising
Youth Development and Voice Initiatives	Tamale Metropolitan	CBO	Advocacy & Sensitization	Subscriptions, fundraising
Gh. Root Crops and Tubers Exporters Union	Tema Metropolitan	CBO	Networking, Collaboration, Processing and Marketing	Subscriptions, fundraising
Green Advocacy Ghana	Tema Metropolitan	CBO	Environmental and Sanitation Education	Subscriptions, fundraising
Life Bridge Foundation	Tema Metropolitan	CBO	Sanitation and Water Education	Subscriptions, fundraising
Centre for Community and Rural Development	Upper Manya Krobo	CBO	Advocacy, Education Campaign and Community Empowerment	Subscriptions, fundraising
Professional Network Association North	Wa Municipal	CBO	Women Empowerment, Food security	Subscriptions, fundraising
Support For Community Mobilization Project and Programs	Wassa East	CBO	Advocacy and Community Empowerment	Subscriptions, fundraising

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Evangelical Presbyterian Relief Agency	Yendi and Chereponi	FBO	Advocacy, Community Empowerment and Sensitisation	Subscriptions, fundraising
Catholic Diocesan Dev. Organisation	Yendi Municipal	FBO	Advocacy, Community Empowerment and Sensitisation	Subscriptions, fundraising
Tisung Agro Production and Processing Organisation	Yendi Municipal	CBO	Community Empowerment	Subscriptions, fundraising
Precious Women Talents International	Yilo Krobo	CBO	Advocacy	Subscriptions, fundraising
Savanna Integrated Rural Dev. Aid	Zabzugu	CBO	Partnership development	Subscriptions, fundraising
				Subscriptions, fundraising

