

Application form: **PARTNERSHIP INTERVENTION & SMALL SCALE PROJECT** (up to 500.000 DKK.)

December 2013

This form must be used when applying for funding for Partnership Interventions and Small Scale Projects. The form is divided into four parts:

- Part 1. Cover page**
Basic and brief information regarding applicant and partner as well as the partnership intervention/small scale project (summary, title, the amount applied, etc.).
- Part 2. Application text**
This part contains a description of the partnership intervention/small scale project. Instructions (shaded grey) are provided in each section.
- The application text (Part 2) must not exceed 15 normal pages. Applications exceeding 15 pages will be declined.
- Part 3. Budget summary**
This part contains the main budget items for the partnership intervention/small scale project. Please note that the budget summary must be elaborated upon in the annex 'Budget format'.
- Part 4. Annexes**
A list of the obligatory and supplementary annexes supporting the application.

Please, note: *The application must be developed in close collaboration between the implementing local partner organisation and the Danish organisation. Consequently, a project document must be available in a language commanded by the local partner. The application, however, can only be submitted in Danish or English.*

The signed application form (including annexes) must be submitted in print to:

**Danske Handicaporganisationer
Afdeling for Internationalt Samarbejde
Blekinge Boulevard 2
2630 Taastrup**

In addition, the application form and Annexes must be sent electronically to:
ansogning@handicap.dk

J.no. (to be filled by DPOD)

HP		
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1. Cover page

PARTNERSHIP INTERVENTION & SMALL SCALE PROJECT (up to 500.000 DKK.)

Applied for (please tick):	
Partnership intervention	X
Small scale project	

Intervention/project title:	Staking out a shared vision of GSPD's future (2014-2020)	
Applicant Danish organisation (financial responsible)	Danish Association of the Physically Disabled – Dansk Handicapforbund (DHF)	
Other Danish partner(s), if any:		
Local partner organisation(s):	Ghana Society of the Physically Disabled	
Country(-ies): Ghana	Country's BNI per capita: : 1,760 USD (Atlas method, World Bank, 2013)	
Project commencement date: 1/11/14	Project completion date: 31/12/14	Total number of months: 2
Contact person for the project: Name: Sven Gårn Hansen Email address: svendhf@gmail.com Telephone no.: 24980588		
Amount requested from the Danish Disability Fund: 144.002 DKK	Annual project cost: 144.002 DKK	
Is this a re-submission? (i.e. a revised application, which has previously been submitted) <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes, previous date of application:		
Is this a: <input checked="" type="checkbox"/> A new project? <input type="checkbox"/> A project in extension of a project previously supported by DPOD, Danida or others?		
In which language should the response letter from the Danish Disability Fund be written (choose one): <input type="checkbox"/> Danish <input checked="" type="checkbox"/> English		
Summary of the partnership intervention or small-scale project Ansøgningen drejer sig om en partnerskabsintervention mellem Dansk Handicapforbund og Ghana Society of the Physically Disabled. Baggrunden er strategiske udfordringer i GSPDs landsledelse i forbindelse med en forventet nedtrapning perioden 2014-2018 af støtten til handicapbevægelsen i Ghana fra Handicappuljen. Hovedaktiviteten er en workshop i Ghana, hvor to repræsentanter fra DHF vil være til et stede sammen med GSPDs landsråd samt udvalgte lokale ledere for at: <ul style="list-style-type: none"> • Formulere en fund raising strategi for GSPD. • Forbedre GSPDs interne kommunikation. • Aftale en ny fase af partnerskabet mellem GSPD og DHF. 		

16/9/2014

Date

Person responsible (signature)

Høje Taastrup

Place

Jens Bouet, Executive Director

Person responsible and position (block letters)

2. Application text

The application text **must** follow the structure below. The instructions (shaded grey) provide elaborations on what should be included under each section. Remember to remove the instructions before submitting the application and remember that the application text (section A to E) must not exceed 15 pages.

A. THE PARTNERS (indicative length 3 pages)

A.1 The Danish organisation

The Danish Association of Physically Disabled (DHF) was founded in 1925 as an interest organization representing and speaking on behalf of people with physical disabilities. The primary objective of DHF is that “anyone – disabled or not – is given the opportunity to function on an equal basis with other citizens”. DHF has worked with international development since 1989 and presently works in five countries (Honduras, Bolivia, Ghana, Uganda and Vietnam). The focus is capacity building of sister organizations for rights advocacy. Development work is led by the Developing Countries Committee under the DHF National Board, and is implemented by a development department employing three program officers and a communication officer.

Lead on this project will be Sven Gårn Hansen (born 1961), who has worked with DHF as programme officer for Ghana and Uganda since 2012. He has academic training in history and sociology and has worked as a journalist and as a development worker. His back ground is mainly in rural and community development in Central America, where he has worked as project coordinator and regional representative for a Danish NGO (1994-96, 2004-6), and as freelance consultant (2001-2004, 2006-2012). He is a member of the Civil Society Fund Grant Board under CISU.

A.2 Other Danish partners (only to be filled if several Danish organisations are forming an alliance)

There are no other Danish partners.

A.3 The local partner organisation

Ghana Society of the Physically Disabled (GSPD) is a national organization of persons with physical disabilities. It was established in 1980. Its mission is to promote and protect the welfare of its members through advocacy, awareness raising, mobilization and livelihood support to ensure equal rights and full inclusion at all levels of society. GSPD is governed by its constitution and has a democratic structure that elects its executive members every four years. The National structures include The National Board and an Executive Council (Board plus Regional and Wings representation). It also has branches in the 10 regions of Ghana and 215 districts branches. The total membership is 24,471, with male population of 10,552 and female of 13,323. It has also established 4 wings; Women, Workers, Youth and Sports who work within their special interests and areas of expertise. This structure makes it possible to attract many people to this organization because different interests are covered.

A.4 The cooperative relationship and its prospects:

Is the cooperation between the Danish applicant and the local partner known by the Disability Fund and described in another/other application(s) within the past 12 months?

Yes Please, insert the 6-digit no./HP no.: HP 115-048
 No

DHF and GSPD have been partners for 14 years. The partnership has taken various forms as it has developed. The present form is one of partnership in a large joint project between 10 organizations of the Danish and Ghana Disability Movements. This project is in its Phase II at present (2014-15) and we are looking forward to a final Phase III (2015-2017?), which will be a sustainability and exit phase.

In September 2014 the Danish and Ghana partners signed a MOU defining their partnership vision beyond the ongoing project. The document defines the following goals for the partnership, to be reached by 2018:

- i. The disability movement in Ghana has diversified its funding base and has become more financially sustainable.
- ii. Mutual support and cooperation between organisations within the disability movement has been significantly strengthened.
- iii. The Partners are able to manage and function more independently and democratically, exercising the good virtues of sound organisational governance.
- iv. The partner efforts are focused on developing and applying a 'partnership approach' rather than a project-based approach, strengthening the disability movement in Ghana to exercise greater influence at the Government policy level.

The Ghana Disability Movement – including GSPD - faces a substantial challenge when looking ahead to a phasing out of Danish aid on the present scale.

DHF and GSPD are working together under a partnership agreement from 2010 that lapsed in 2013. A review of the agreement carried out in August 2014 showed that both partners were very passive about fulfilling its obligations.

In 2013, DHF got Disability Fund financing to support a small livelihoods project in Bolgatanga, the Basket Weaver project. The project received a very positive evaluation and has confirmed DHF in thinking that GSPD has many local resources, capacities and potentials that are not sufficiently visible at the national level. A local/national dynamic needs to be developed.

GSPD in recent years has won a lot of experience and has grown in capacity, membership and activities. However, GSPD has suffered setbacks at National HQ level. GSPD has been without an active General Administrator for some time, due to first illness and then death of the incumbent, and then difficulty in finding an acceptable replacement within the financial constraints of the organization. Due to the personal qualities of the former incumbent, this has caused serious challenges to the organization, especially as to strategic vision, fund raising and advocacy. One consequence of this is that the GSPD income pipeline, which in 2013 provided the organization with a diversified income base¹, has dried out in 2014, leaving the Disability Fund financed Joint project as the sole source on income.

A GSPD Board meeting in May took steps to start new fund raising, but Board has in the opinion of DHF been slow and hesitant to step in and provide strategic direction, partly due to meager funds for meetings. At the same time, DHF has not had capacity to provide intensive support apart from that provided through the joint project.

Because of these special challenges, DHF and GSPD agree that there is a need to create an opportunity for reflection in GSPD on how to consolidate and manage growth, reinforce cohesion and find a clear direction for the future inside the framework of the four goals mentioned above. Together, DHF and GSPD also need

¹ See GSPD fact sheet, attached

to reconnect and work together to ensure a constructive role for DHF in support of GSPD during the coming phase of our partnership. To wit, this partnership intervention proposal.

B. PROJECT ANALYSIS (indicative length 5 pages)

B.1 Preparation

The idea for this partnership intervention was developed through an email correspondence in May 2014 between acting GAS and Project Officer Diana Akuamoah-Boateng and DHF Programme Officer Sven Hansen, resulting in a concept note written by Sven and presented to DHF and GSPD in June 2014. The Concept Note was fleshed out at a meeting between the DHF Programme officer, GSPD staff, Chairman and two Board members in August 2014, resulting in the present application.

B.2 Context analysis

GSPD in the Ghana Disability Movement: GSPD is part of the Ghana Disability Movement and an active member of Ghana federation of the Disabled. With the help of the Danida/Disability Fund Joint Project (Inception Phase, Phase I and Phase II, 2009-2015) the Disability Movement has made strong strides forward in membership, in advocacy, in national and local presence, and in improving rights and livelihoods for members. The movement has also developed strong bonds of cooperation and solidarity, as witnessed in Phase II, where GFD staff has stepped in to provide support for advocacy activities when GSPD staff lacks its most skilled resource.

Capacity at National HQ: The capacity of GSPD at the national level was supposed to be increased during the past years, however, the opposite is showing due to limited human resource. At the political level also the capacity is very varied. Even though some leaders are experienced and have received training, the leadership at both national and local levels requires additional organisational training. GSPD needs to develop its capacity to ensure sustainability in different efforts to fully develop the organization, its systems and structures and its membership in the near future.

Communication and networking: There are systems in place for communication and information sharing within structures of GSPD, however the system is not utilised fully resulting in insufficient communication and information sharing.

Related to this is the limited and ineffective network with other NGOs, government institutions and international organizations with similar aims, aspirations, policies/programmes and activities for sharing and exchanging information and learning on issues concerning these organizations in developing and shaping our own organization.

There is also the need for further consolidation of established procedures for communication and coordination. This is crucial in light of the communication and information flow barrier faced by GSPD. Within the same context, there is a renewed need for development of a joint vision for the future partnership between GSPD and DHF and other similar organizations outside the country.

Fundraising: GSPD continuously faces the challenge of becoming financially sustained and to a large extent dependent on external funding from donors of which they are limited. There are varied experiences with fundraising initiatives that have occurred randomly but no focused or strategic attempts to fundraise has taken place and therefore the results are lacking. GSPD need to gain more experience with fundraising to increase the level of fundraising initiatives and activities. The issue of fundraising is related to increasing the visibility of the organisation and its members in society. Reviewing organisational strategies such as communication and fundraising will improve the overall strategic management of GSPD in the next phase.

B.3 Problem analysis

This partnership intervention intends to address three key issues at present affecting GSPD:

The main immediate threat to GSPD is the lack of fund raising. GSPD is at present depending on the Joint Project which only provides about half of basic running costs (staff salaries, office costs, Board meetings) of the organization. Staff at National HQ are at present developing proposals to three potential donors, but the effort needs to be broadened (more proposals in the pipeline) and deepened (more engagement of the organization in proposal writing and in local resource mobilization/fund raising). The Board meeting in May decided to develop internal fund raising. Due to successful advocacy, many District Associations are now receiving support from the District Assembly Common Fund (a decentralized government poverty alleviation program). This will allow more District Associations to pay dues to the National Organization if they can be motivated.

Communication is not flowing between national and districts. Because of funding gaps there were no regular meetings from January to April, causing an information gap. This has caused rifts in the organization.

The GFD/DHF Partnership agreement from 2010 has lapsed and is not being followed. The partnership needs to get on firm feet again. A signed partnership agreement is a condition for DHF to support GSPD in Phase III of the Joint project.

A meeting of the national executive council, which includes voices from national, regional and wings, and with invited voices from District level leadership, should be gathered to:

- Give focus and dynamism to fund raising.
- Establish common vision and direction in the organization in the phase of Danish exit.
- Define the role of DHF in supporting GSPD in the common years.

Resolving these issues would establish a promising platform for GSPD to contribute fully to Phase III of the Joint Project and to fulfill her part of the common goals of the Ghana/Denmark partnership.

C. PROJECT DESCRIPTION (indicative length 5 pages)

C.1 Target group and participants

- 19 National Executive Council: 10 regional chairs, 4 wings chair persons, 5 board members
- 8 Invited local leaders: 4 district chairpeople and four other active members.
- 6 Staff (General Administrator, Project Manager, Administrative Officer, Office Manager, Driver, Assistant)
- 2 DHF (Programme Officer, invited Board Member)
- 1 Facilitator
- 36 in all.

C.2 Objectives and success criteria's (indicators)

Overall objective:

GSPD is a legitimate, sustainable, transparent and democratic representative of her members.

Immediate objectives:

1. National, Regional and District of GSPD stake out a common vision for GSPD's development the next five years,
2. GSPD and DHF define the role of the Ghana-Danish partnership in this vision

Success criteria:

- 1.1 GSPD has assessed its organizational capacities and defines steps toward improving it, as documented by an organizational self assessment tool developed by DHF (The “Ideal Organization”, based on INTRAC methodology)..
- 1.2 GSPD has formulated a fund raising strategy for 2015-2020, elected a multilevel Fund Raising Committee to implement it, and has assessed capacity gaps in the elected committee, as documented by the approved fund raising strategy, the elected committee as recored by Minutes, and the Capacity Assessment of same.
- 1.3 GSPD has reviewed and amended GSPD Communication Guideline, as documented by the Guideline itself.
- 2.1 DHF and GSPD has signed a new partnership agreement for 2015-2020, as documented by same.

C.3 Results and activities

Documentary review: Review existing fund raising manual and communication manual and prepare proposals for amendment, partnership agreement (GSPD Board).

Member survey: Carry out a small, informal membership survey among 50 members met during activities or called by phone (Program Manager) and analyze the responses (DHF Program Officer) as input to the workshop. This will not be representative, but will add a membership voice to the workshop.

Workshop:

- Nov 12 Travel day
- Nov 13 Day 1: Organizational Self assessment using the “Ideal Organization” tool (DHF, external facilitator)
- Nov 14 Day 2: Review the fund raising manual, develop a strategy, set up a committee (external facilitator)
- Nov 15 Day 3: Review communication and DHF partnership (external facilitator).
- Nov 16 Travel day

Proposed venue: Kumassi

Facilitator: CHARLES YAO MAWUSI (cv attached)

C.4 Strategy

The basic idea is a workshop that will engage the national leadership structure as well as voices from the District and the Member level in a free and open debate about the future of GSPD. The target is a gathering that is big enough for dynamism and inspiration, but small enough for personal expression. The meeting should go beyond the National HQ group to break static deadlocks and draw in regional and local resources in solving organizational challenges. District and membership voices should be present to inspire and ground the discussion.

DHF has developed an OD self assessment tool that DHF wishes to try out and which can be useful for a dialog connecting DHF with GSPD values and principles.

External facilitation should be present to help DHF and GSPD connect, to provide objective balance and for fund raising expertise.

The ambition is to provide GSPD with a “kick start” (tools, common vision and leadership dynamic) that will provide a common stimulus and framework for the GSPD contribution to formulation of Phase III of the Joint Project and the broader Danish/Ghanian partnership, as well as for her own national and local fund raising initiatives.

C.5 Sustainability

The expectation is to create a social dynamic that will reinforce – and then itself be reinforced by – the ongoing Danish/Ghanaian partnership as well as other partnership initiatives undertaken by GSPD as fund raising gets underway.

C.6 Assumptions and risks

Key assumptions:

- One key assumption is that GSPD has resources and capacities at regional and district level that, if successfully mobilized, can contribute to and vitalize GSPD's national fund raising and sustainability efforts.
- Another key assumption is that GSPD and DHF share a sufficient degree of common understanding of "The Ideal Organization" on which to base their partnership.

Risks:

- The participants at the workshop will not succeed in generating a creative dynamic sufficient to justify the two above assumptions.

Mitigation: The risk is mitigated through the employment of an external facilitator, the use of several methodological tools, and through representation of many "voices"/viewpoints at the workshop (Board, Regions, Wings, Districts, Executives, Members, Staff).

D. PROJECT ORGANISATION AND FOLLOW UP (indicative length 1 ½ pages)

D.1 Division of roles in project implementation

- DHF will fund raise, will analyse interviews, and will facilitate one part of the workshop.
- DHF will report to the back donor.
- GSPD staff will review documentation and will collect member interviews.
- GSPD Board will hire the external facilitator.

D.2 Monitoring and evaluation

- The workshop will document its results through the documents developed.
- DHF will feed the Organizational development tool into its own program monitoring (under development).

E. INFORMATION WORK (indicative length ½ page)

E.1 Project or partnership related information work in Denmark

DHF will not be doing independent information work on this project, though we will probably report from it on our Facebook pages.

3. Budget summary

Please provide a summary of the main budget items. A detailed budget with notes must be submitted in the annex 'Budget format'. See also "DPODs guide on how to budget for the Danish Disability Fund".

NOTICE: Remember to click on all the tabs in order to fill in all the spread sheets.

Budget summary		Currency
Indicate the total cost (i.e. including contributions from the Disability Fund as well as others)	<u>144.002</u>	DKK
Of this, the Disability Fund is to contribute	<u>144.002</u>	DKK
Of this, indicate the amount to be contributed by other sources, including self-funding by the Danish organisation or its local partner, if any		
Indicate total cost in local currency	<u>70.311</u>	GHC
Indicate exchange rate applied	<u>0.4883</u>	DKK/GHC

Main budget items:	<u>Full amount</u>	Financing plan	
		<u>Of this, from the Disability Fund</u>	<u>Of this, from other sources</u>
1. Activities	103.017	103.017	
2. Investments			
3. Expatriate staff			
4. Local staff	4.075	4.075	
5. Local administration	10.709	10.709	
6. Project monitoring (by the Danish organisation)			
7. Evaluation			
8. Information in Denmark (a maximum of 2% of budget line 1 - 7)			
9. Disability compensation			
10. Budget margin (a minimum of 6% and a maximum of 10% of budget line 1 - 9)	11.780	11.780	
11. Project expenses in total (budget line 1 - 10)	129.582	129.582	
12. Auditing in Denmark	5.000	5.000	
13. Subtotal (budget line 11 - 12)	134.582	134.582	
14. Administration in Denmark (a maximum 7% of the subtotal 13.)	9.421	9.421	
15. Total	144.002	144.002	

4. Annexes

OBLIGATORY ANNEXES

The following annexes must be submitted by post as well as electronically:

- A. Organisational factsheet (for the local partner organisation(s))
- B. Budget format

Please note that annex A should be filled in and signed by the local partner. The signed factsheet can be submitted in a copied/scanned version.

The following annexes regarding the Danish organisation must be submitted electronically, if not already submitted to DPOD:

- C. The organisation's statutes
- D. The latest annual report
- E. The latest audited annual accounts

SUPPLEMENTARY ANNEXES: for example reports and analysis that directly support the project's objectives and rationale (max 30 pages)

Annex no.	Annex title
F	CV Charles Mawusi

Notice:

The application form inclusive of annex A – B must be submitted electronically and in print in one copy. If annex A is completed in Spanish or French, please enclose a Danish or English translation.

All annexes should be submitted in a format allowing easy photocopying (i.e. no magazines, books, newspaper cuttings - but A4 copies of relevant excerpts thereof).