

THE BUSINESS SECTOR ADVOCACY CHALLENGE FUND

ANNUAL REPORT - 2018



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Technical Assistance for the Management of the
Business Sector Advocacy Challenge Fund, Ghana

THE BUSAC FUND

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Prepared JAS, EDA, EHK, JOL ANS & ROO

Checked NG, FM

Approved NG

Technical Assistance for the Management of the Business Sector: Addressing Challenges from China

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LIST OF ACRONYMS

AGRA	Alliance for a Green Revolution in Africa
BAC	Business Advisory Centres
BDS	Business Development Support
BFM	BUSAC Fund Manager
BSP	Business Service Providers
BUSAC	Business Sector Advocacy Challenge (Fund)
CN	Concept Note
Danida	Danish International Development Assistance
DBA	Danish Business Authority
DKK	Danish Kroner
DP	Development Partners
EU	European Union
EUR	Euro
FBO	Farmer-Based Organization
Secretariat	BUSAC Fund Management Unit
FtF	Feed the Future
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GHS	Ghana Cedi
HRBA	Human Right-Based Approach
IG	Invitational Grant
IT	Information Technology
LTТА	Long-Term Technical Assistance
MOTI	Ministry of Trade and Industry
MSME	Micro and Small and Medium Enterprises
M&E	Monitoring and Evaluation
NMS	New Management System
OSH	Occupational Safety and Health
PC	Program Coordinator Danida
PCV	Peace Corps Volunteer
PSD	Private Sector Development
PSO	Private Sector Organization
PWC	PriceWaterhouseCoopers
PSWG	Private Sector Working Group
QA	Quality Assurance
SADA	Savannah Accelerated Development Authority
SBA	Small Business Associations
SDF	Skills Development Fund
STTA	Short-Term Technical Assistance
SC	Steering Committee
SPSD II	Support to Private Sector Development Programme II (Danida)
TOR	Terms of Reference
UN	United Nations
USAID	United States Agency for International Development

LIST OF ACRONYMS

AC	Acetic Acid
AD	Adrenaline
AE	Aerobic
AF	Aflatoxin
AG	Agar
AH	Amino Acid
AI	Antibiotic
AJ	Aspartic Acid
AK	Alanine
AL	Alkaline
AM	Ammonia
AN	Aniline
AO	Ascorbic Acid
AP	Adenosine Phosphate
AQ	Acetyl
AR	Arginine
AS	Aspartate
AT	Adenosine Triphosphate
AV	Adrenaline
AW	Aspartic Acid
AX	Alanine
AY	Aspartate
AZ	Alanine
BA	Bacterial
BB	Biochemical
BC	Bacterial Culture
BD	Biochemical Data
BE	Biochemical Engineering
BF	Biochemical Factors
BG	Biochemical Growth
BH	Biochemical Health
BI	Biochemical Inhibition
BJ	Biochemical Inhibition
BK	Biochemical Inhibition
BL	Biochemical Inhibition
BM	Biochemical Inhibition
BN	Biochemical Inhibition
BO	Biochemical Inhibition
BP	Biochemical Inhibition
BQ	Biochemical Inhibition
BR	Biochemical Inhibition
BS	Biochemical Inhibition
BT	Biochemical Inhibition
BV	Biochemical Inhibition
BW	Biochemical Inhibition
BX	Biochemical Inhibition
BY	Biochemical Inhibition
BZ	Biochemical Inhibition
CA	Calcium
CB	Calcium
CC	Calcium
CD	Calcium
CE	Calcium
CF	Calcium
CG	Calcium
CH	Calcium
CI	Calcium
CJ	Calcium
CK	Calcium
CL	Calcium
CM	Calcium
CN	Calcium
CO	Calcium
CP	Calcium
CQ	Calcium
CR	Calcium
CS	Calcium
CT	Calcium
CV	Calcium
CW	Calcium
CX	Calcium
CY	Calcium
CZ	Calcium
DA	Diphosphate
DB	Diphosphate
DC	Diphosphate
DD	Diphosphate
DE	Diphosphate
DF	Diphosphate
DG	Diphosphate
DH	Diphosphate
DI	Diphosphate
DJ	Diphosphate
DK	Diphosphate
DL	Diphosphate
DM	Diphosphate
DN	Diphosphate
DO	Diphosphate
DP	Diphosphate
DQ	Diphosphate
DR	Diphosphate
DS	Diphosphate
DT	Diphosphate
DV	Diphosphate
DW	Diphosphate
DX	Diphosphate
DY	Diphosphate
DZ	Diphosphate
EA	Ethanol
EB	Ethanol
EC	Ethanol
ED	Ethanol
EE	Ethanol
EF	Ethanol
EG	Ethanol
EH	Ethanol
EI	Ethanol
EJ	Ethanol
EK	Ethanol
EL	Ethanol
EM	Ethanol
EN	Ethanol
EO	Ethanol
EP	Ethanol
EQ	Ethanol
ER	Ethanol
ES	Ethanol
ET	Ethanol
EV	Ethanol
EW	Ethanol
EX	Ethanol
EY	Ethanol
EZ	Ethanol
FA	Ferrous
FB	Ferrous
FC	Ferrous
FD	Ferrous
FE	Ferrous
FF	Ferrous
FG	Ferrous
FH	Ferrous
FI	Ferrous
FJ	Ferrous
FK	Ferrous
FL	Ferrous
FM	Ferrous
FN	Ferrous
FO	Ferrous
FP	Ferrous
FQ	Ferrous
FR	Ferrous
FS	Ferrous
FT	Ferrous
FV	Ferrous
FW	Ferrous
FX	Ferrous
FY	Ferrous
FZ	Ferrous
GA	Glycine
GB	Glycine
GC	Glycine
GD	Glycine
GE	Glycine
GF	Glycine
GG	Glycine
GH	Glycine
GI	Glycine
GJ	Glycine
GK	Glycine
GL	Glycine
GM	Glycine
GN	Glycine
GO	Glycine
GP	Glycine
GQ	Glycine
GR	Glycine
GS	Glycine
GT	Glycine
GV	Glycine
GW	Glycine
GX	Glycine
GY	Glycine
GZ	Glycine
HA	Hydrochloric Acid
HB	Hydrochloric Acid
HC	Hydrochloric Acid
HD	Hydrochloric Acid
HE	Hydrochloric Acid
HF	Hydrochloric Acid
HG	Hydrochloric Acid
HH	Hydrochloric Acid
HI	Hydrochloric Acid
HJ	Hydrochloric Acid
HK	Hydrochloric Acid
HL	Hydrochloric Acid
HM	Hydrochloric Acid
HN	Hydrochloric Acid
HO	Hydrochloric Acid
HP	Hydrochloric Acid
HQ	Hydrochloric Acid
HR	Hydrochloric Acid
HS	Hydrochloric Acid
HT	Hydrochloric Acid
HV	Hydrochloric Acid
HW	Hydrochloric Acid
HX	Hydrochloric Acid
HY	Hydrochloric Acid
HZ	Hydrochloric Acid
IA	Ionic
IB	Ionic
IC	Ionic
ID	Ionic
IE	Ionic
IF	Ionic
IG	Ionic
IH	Ionic
II	Ionic
IJ	Ionic
IK	Ionic
IL	Ionic
IM	Ionic
IN	Ionic
IO	Ionic
IP	Ionic
IQ	Ionic
IR	Ionic
IS	Ionic
IT	Ionic
IV	Ionic
IW	Ionic
IX	Ionic
IY	Ionic
IZ	Ionic
JA	Jarvis
JB	Jarvis
JC	Jarvis
JD	Jarvis
JE	Jarvis
JF	Jarvis
JG	Jarvis
JH	Jarvis
JI	Jarvis
JJ	Jarvis
JK	Jarvis
JL	Jarvis
JM	Jarvis
JN	Jarvis
JO	Jarvis
JP	Jarvis
JQ	Jarvis
JR	Jarvis
JS	Jarvis
JT	Jarvis
JV	Jarvis
JW	Jarvis
JX	Jarvis
JY	Jarvis
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KA	Ketone
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LA	Lactate
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LS	Lactate
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LX	Lactate
LY	Lactate
LZ	Lactate
MA	Magnesium
MB	Magnesium
MC	Magnesium
MD	Magnesium
ME	Magnesium
MF	Magnesium
MG	Magnesium
MH	Magnesium
MI	Magnesium
MJ	Magnesium
MK	Magnesium
ML	Magnesium
MM	Magnesium
MN	Magnesium
MO	Magnesium
MP	Magnesium
MQ	Magnesium
MR	Magnesium
MS	Magnesium
MT	Magnesium
MV	Magnesium
MW	Magnesium
MX	Magnesium
MY	Magnesium
MZ	Magnesium
NA	Nitrate
NB	Nitrate
NC	Nitrate
ND	Nitrate
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NH	Nitrate
NI	Nitrate
NJ	Nitrate
NK	Nitrate
NL	Nitrate
NM	Nitrate
NN	Nitrate
NO	Nitrate
NP	Nitrate
NQ	Nitrate
NR	Nitrate
NS	Nitrate
NT	Nitrate
NV	Nitrate
NW	Nitrate
NX	Nitrate
NY	Nitrate
NZ	Nitrate
OA	Oxalic Acid
OB	Oxalic Acid
OC	Oxalic Acid
OD	Oxalic Acid
OE	Oxalic Acid
OF	Oxalic Acid
OG	Oxalic Acid
OH	Oxalic Acid
OI	Oxalic Acid
OJ	Oxalic Acid
OK	Oxalic Acid
OL	Oxalic Acid
OM	Oxalic Acid
ON	Oxalic Acid
OO	Oxalic Acid
OP	Oxalic Acid
OQ	Oxalic Acid
OR	Oxalic Acid
OS	Oxalic Acid
OT	Oxalic Acid
OV	Oxalic Acid
OW	Oxalic Acid
OX	Oxalic Acid
OY	Oxalic Acid
OZ	Oxalic Acid
PA	Phosphate
PB	Phosphate
PC	Phosphate
PD	Phosphate
PE	Phosphate
PF	Phosphate
PG	Phosphate
PH	Phosphate
PI	Phosphate
PJ	Phosphate
PK	Phosphate
PL	Phosphate
PM	Phosphate
PN	Phosphate
PO	Phosphate
PP	Phosphate
PQ	Phosphate
PR	Phosphate
PS	Phosphate
PT	Phosphate
PV	Phosphate
PW	Phosphate
PX	Phosphate
PY	Phosphate
PZ	Phosphate
QA	Quinine
QB	Quinine
QC	Quinine
QD	Quinine
QE	Quinine
QF	Quinine
QG	Quinine
QH	Quinine
QI	Quinine
QJ	Quinine
QK	Quinine
QL	Quinine
QM	Quinine
QN	Quinine
QO	Quinine
QP	Quinine
QQ	Quinine
QR	Quinine
QS	Quinine
QT	Quinine
QV	Quinine
QW	Quinine
QX	Quinine
QY	Quinine
QZ	Quinine
RA	Ribose
RB	Ribose
RC	Ribose
RD	Ribose
RE	Ribose
RF	Ribose
RG	Ribose
RH	Ribose
RI	Ribose
RJ	Ribose
RK	Ribose
RL	Ribose
RM	Ribose
RN	Ribose
RO	Ribose
RP	Ribose
RQ	Ribose
RR	Ribose
RS	Ribose
RT	Ribose
RV	Ribose
RW	Ribose
RX	Ribose
RY	Ribose
RZ	Ribose
SA	Sulfate
SB	Sulfate
SC	Sulfate
SD	Sulfate
SE	Sulfate
SF	Sulfate
SG	Sulfate
SH	Sulfate
SI	Sulfate
SJ	Sulfate
SK	Sulfate
SL	Sulfate
SM	Sulfate
SN	Sulfate
SO	Sulfate
SP	Sulfate
SQ	Sulfate
SR	Sulfate
SS	Sulfate
ST	Sulfate
SV	Sulfate
SW	Sulfate
SX	Sulfate
SY	Sulfate
SZ	Sulfate
TA	Tartrate
TB	Tartrate
TC	Tartrate
TD	Tartrate
TE	Tartrate
TF	Tartrate
TG	Tartrate
TH	Tartrate
TI	Tartrate
TJ	Tartrate
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TV	Tartrate
TW	Tartrate
TX	Tartrate
TY	Tartrate
TZ	Tartrate
UA	Urea
UB	Urea
UC	Urea
UD	Urea
UE	Urea
UF	Urea
UG	Urea
UH	Urea
UI	Urea
UJ	Urea
UK	Urea
UL	Urea
UM	Urea
UN	Urea
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UP	Urea
UQ	Urea
UR	Urea
US	Urea
UT	Urea
UV	Urea
UW	Urea
UX	Urea
UY	Urea
UZ	Urea
VA	Vitamin A
VB	Vitamin B
VC	Vitamin C
VD	Vitamin D
VE	Vitamin E
VF	Vitamin F
VG	Vitamin G
VH	Vitamin H
VI	Vitamin I
VJ	Vitamin J
VK	Vitamin K
VL	Vitamin L
VM	Vitamin M
VN	Vitamin N
VO	Vitamin O
VP	Vitamin P
VQ	Vitamin Q
VR	Vitamin R
VS	Vitamin S
VT	Vitamin T
VV	Vitamin V
VW	Vitamin W
VX	Vitamin X
VY	Vitamin Y
VZ	Vitamin Z
WA	Water
WB	Water
WC	Water
WD	Water
WE	Water
WF	Water
WG	Water
WH	Water
WI	Water
WJ	Water
WK	Water
WL	Water
WM	Water
WN	Water
WO	Water
WP	Water
WQ	Water
WR	Water
WS	Water
WT	Water
WV	Water
WW	Water
WX	Water
WY	Water
WZ	Water
XA	Xanthine
XB	Xanthine
XC	Xanthine
XD	Xanthine
XE	Xanthine
XF	Xanthine
XG	Xanthine
XH	Xanthine
XI	Xanthine
XJ	Xanthine
XK	Xanthine
XL	Xanthine
XM	Xanthine
XN	Xanthine
XO	Xanthine
XP	Xanthine
XQ	Xanthine
XR	Xanthine
XS	Xanthine
XT	Xanthine
XV	Xanthine
XW	Xanthine
XX	Xanthine
XY	Xanthine
XZ	Xanthine
YA	Yeast
YB	Yeast
YC	Yeast
YD	Yeast
YE	Yeast
YF	Yeast
YG	Yeast
YH	Yeast
YI	Yeast
YJ	Yeast
YK	Yeast
YL	Yeast
YM	Yeast
YN	Yeast
YO	Yeast
YP	Yeast
YQ	Yeast
YR	Yeast
YS	Yeast
YT	Yeast
YV	Yeast
YW	Yeast
YX	Yeast
YY	Yeast
YZ	Yeast
ZA	Zinc
ZB	Zinc
ZC	Zinc
ZD	Zinc
ZE	Zinc
ZF	Zinc
ZG	Zinc
ZH	Zinc
ZI	Zinc
ZJ	Zinc
ZK	Zinc
ZL	Zinc
ZM	Zinc
ZN	Zinc
ZO	Zinc
ZP	Zinc
ZQ	Zinc
ZR	Zinc
ZS	Zinc
ZT	Zinc
ZV	Zinc
ZW	Zinc
ZX	Zinc
ZY	Zinc
ZZ	Zinc

EXECUTIVE SUMMARY

The Business Sector Advocacy Challenge (BUSAC) Fund is a challenge fund providing support to advocacy initiatives aimed at improving the business climate in Ghana or targeting specific constraints faced by groups of business operators and associations. Following a successful implementation of BUSAC I and progress of BUSAC II, there are still some important areas that will require additional advocacy support. BUSAC III is tasked to directly support the business enabling environment and the business reform processes by creating amongst others very active Public-Private Dialogue Platforms; strengthening the capacity of major business associations to advocate and build internal capacity to conduct issue-focused research.

BUSAC III builds upon the experiences gained from its previous phases (BUSAC I & II) and it is aimed at further improving the business environment in Ghana to facilitate private sector growth. The expected outcome of BUSAC III is **'Improved business environment through enhanced advocacy capacity of private sector organisations and creation of platforms for Public-Private Dialogue'**.

There are five grant window facilities being implemented in BUSAC III:

1. District and community level business constraints addressed through advocacy action;
2. Capacity of PSOs to undertake advocacy activities significantly increased;
3. Public-Private Dialogue Platforms created;
4. Increased attention to post-advocacy undertakings;
5. Increased capacity of PSOs to identify BDS needs of members and facilitate ways to address them;

In summary, the progress of activities for the year 2018 is as follows:

In the beginning of the year, the BUSAC Fund experienced a lower than expected disbursement rate for grants approved in the previous year. This was mainly attributed to the rigorous process of verification of financial documentation submitted to the Secretariat at the end of each activity and delays in depositing grantee contribution share. However, through the financial management training and follow up by monitors, the situation had improved by the end of the year.

The total budget for grants to be approved in 2018 was Fourteen Million Three Hundred and Eighty Eight Thousand Eight Hundred and Fifty Ghana Cedis (**GHS 14,388,850**). Following the Launch of Call #2, the Secretariat received Five Hundred and Seventy Six (576) Concept Notes of which Three Hundred and Ninety Seven (397) were approved for further evaluation. Whilst the target for approved grants was One Hundred and Seventy Two (172), the Steering Committee approved One Hundred and Seventy Three (173) grant requests of a total value of Fifteen Million Forty Nine Thousand Nine Hundred and Seventy Seven Ghana Cedis (**GHS 15,049,977**) exceeding the target.

Following a rigorous due diligence and financial risk rating processes of applicants approved, the Fund signed contracts with One Hundred and Fifty One (151) grantees with a total value of Twelve Million Four Hundred Thousand Nine Hundred and Ninety One Ghana Cedis (**GHS 12,400,991**). With the outstanding commitment for Call #1 of Nine Million Three Hundred and Thirty Five Thousand Seven Hundred and Sixty One Ghana Cedis (**GHS 9,335,761**) the total amount of outstanding commitment of the Fund for Calls #1 and #2 reached Twenty Four Million Two Hundred and Twenty Four Thousand Six Hundred and Eleven Ghana Cedis (**GHS 24,224,611**).

In comparison with the year 2017, clear progress was made in the disbursement rate and financial reporting by Grantees. In 2018, the Fund disbursed Nine Million Five Hundred and Eighty Five Thousand Two Hundred and Seventy Four Ghana Cedis (**GHS 9,585,274**) to grantees from Call #1 & #2. The Fund incurred an expenditure amount of Eleven Million Twenty Six Thousand Nine Hundred and Twenty Three Ghana Cedis (**GHS 11,026,923**) and this figure is preliminary as the Fund is still

receiving (in the first quarter of 2019) financial documentation under the financial period of 2018. It is anticipated that the estimated expenditure of Twelve Million Three Hundred and Thirty One Thousand Ghana Cedis (**GHS 12,331,000**) agreed with Danida will be reached in 2018.

Although the Fund experienced a slow start in the first half year with some delays in implementation and identification of grants, the Secretariat has by far and large reached its targets and deliverables.

Overall, the Fund identified, in each of its support windows, a number of successes and results achieved, enhancing public private dialogue and contributing to the transition from Aid to Trade. The achievements are illustrated and underlined in this report.

Deviations

1. The Secretariat targeted four (4) research reports but was able to successfully complete one which focused on Local Content Policy in Ghana. This research was well received by the Development Partners, PSOs and the Danish Embassy. Although successful, there is the need for some more follow up activities and engagements to strengthen the public private dialogue on this issue;
2. The Secretariat reached its Public Private Dialogue Platforms (PPD) target for the year. However, the cumulative number of ten (10) PPD platforms will be difficult to achieve by the end of BUSAC III mainly because Apex Associations have not shown enough interest in this Window, as anticipated by the Secretariat;
3. In August 2017, DANIDA commissioned a report on identifying a potential host for the BUSAC Fund Secretariat. The report was presented to the BUSAC Fund Steering Committee for discussion but no conclusion was reached during the year. The Mid-Term Review (MTR) Team stated that considering the remaining lifespan of BUSAC, it does not find it realistic to identify a future host institution for BUSAC Fund. The MTR Team recommended that as part of the sustainability drive, the BUSAC Fund should focus on strengthening the capacity of its PSO partners to continue evidence-based advocacy on their own.

Challenges

1. In general, grantees encountered difficulties in grasping the tight administrative procedures and processes introduced based on recommendations made by the European Union (EU) audit of the BUSAC II. However, with the development of adequate training materials in financial management and systematic training of monitors and grantees, improvements in the financial reporting by grantees have been lately observed;
2. The Secretariat has proactively approached some ministries and expressed interest in coordinating with them on grantee advocacy actions that are of relevance to both the BUSAC Fund and the Government of Ghana's development agenda. However, some of these ministries have not readily shown interest in co-operation. Despite this challenge, the BUSAC Fund successfully supported the Ministry of Trade and Industry in the Consultation, Validation and Launch of the MSME Policy for Ghana, as part of Ghana's Industrial Transformation Agenda. The policy is currently at cabinet. This has raised the expectations by the Ministry to cooperate on additional activities.
3. Grantees involved in national business advocacy issues seem to encounter difficulties in engaging with the targeted duty bearers, therefore, the Fund experiences delays in the finalization of such grants;

4. Despite the BUSAC Fund's continuous follow up on BUSAC II National Grants, it is noted that some of the advocacy actions are stalled at Ministry level (e.g. Occupational Safety and Health (OSH) Policy, Competition Policy, Advertising Bill, Disability Bill). These advocacy issues addressed by the grantees had reached an advanced stage in their formulation as draft bills and policy documents, but there seem to be almost no progress in processing such documents at the Legislative Level for various reasons. In some cases, it seems that the grantee had to relaunch the advocacy process.

This Report is divided into the following sections: (1) Presentation of BUSAC III Grants Management process and comparing actual against planned targets; (2) Monitoring and Evaluation activities; (3) Communication activities; (5) Steering Committee Meetings and outcomes; (6) Quality Assurance and external review findings and (7) Financial status and performance of the Fund's activities.

ACHIEVEMENTS IDENTIFIED

In the course of the year 2018, the BUSAC Fund Secretariat identified a number of successful beneficiary business associations who achieved the objectives of their advocacy actions and BDS training programmes. In the following pages, summarized examples of successful grants that achieved results are documented.

Kindly note that the Grant Advocacy project amounts stated in each summary consist of the BUSAC share of the total grant approved.

**District and Community Level Advocacy Actions
(Window 1)**



**Ghana National Tailors and Dressmakers Association, Cape Coast
(#23-290 GNTDA-CR)
Ensuring Fair Bidding Procedures in the Award of School Uniform Contracts**

Size of Grant	GH¢ 65,299.50
Outreach	The Cape Coast branch of the Ghana National Tailors and Dressmakers Association (GNTDA) is a union of tailors and dressmakers who ply their trade in the Central Region of Ghana. The association was established and registered in 1982 with the objective of facilitating members' access to new garment making techniques and technologies. In May 2013, the leadership of the association sought the support of the BUSAC Fund to advocate the practice of Fair Bidding Procedures in the Award of School Uniform Contracts.
Expected Results	It was expected that at the end of GNTDA's advocacy action, duty bearers would put in place a standardised procedure for transparent bidding in the award of all garment-making contracts by local government authorities.
Action carried out	With the support of the BUSAC Fund, the leadership of GNTDA in October 2013, began to dialogue with relevant duty bearers from the Ghana Education Service, Cape Coast Municipal Assembly and the Regional Coordinating Council on the need to ensure transparency and standardized procedures for bidding in the award of large school uniform sewing contracts under the Government's Free School Uniform Policy.
Achievements	Through GNTDA's advocacy action, the association was able to persuade the Cape Coast Municipal Assembly to standardize the procedures for transparent bidding in the award of public garment sewing contracts. This new arrangement is paving the way for members of GNTDA to sew large quantities of garments and earn more income. Mr. Alex Odame, president of the association testified: "Before our advocacy action, the award of contracts were on preferential basis without recourse to competence. This, in most cases, resulted in the sewing of poor quality uniforms with some uniforms completely out of sync with the sizes of pupils. Now the story is different as we are getting the sewing contracts directly from the right source. Thanks to our advocacy action."

Members of GNTDA are now getting more sewing contracts, thanks to the advocacy support of the BUSAC Fund



Murugu/Mognori CREMA Society Ltd
(#25-011 MMCSL)

Size of Grant	GH¢ 81,369.22
Outreach	Established and registered in 2012, the Murugu-Mognori Community Resource Management Area (CREMA) measures about 268 km ² , and it is located close to the Mole National Park which attracts a lot of tourists annually. This CREMA society is made up of over 1,150 members, 52% of which are women. In June 2013, the leadership of Murugu CREMA sought the support of the BUSAC Fund to advocate the gazetting of by-laws to ensure sustainable livelihoods through micro enterprise growth for CREMA members.
Expected Results	It was expected that at the end of the association's advocacy action, the by-laws for four CREMAs within the Upper East and Northern Regions will be gazetted and enforced to ensure sustainable livelihoods for CREMA members.
Action carried out	In March 2014, the leadership of Murugu Mognori CREMA started having dialogue with duty bearers from the District Assemblies in West Gonja, Nadowli-Kalio and Sawla-Tuna Kalba on the need to urgently pass and gazette by-laws to help conserve natural resources and sustain livelihoods for people within Murugu Mognori CREMA, Yezori-Kaden CREMA, Kunlog CREMA and Zukpiri CREMA.
Achievements	As a result of Murugu-Mognori CREMA's fruitful dialogue with duty bearers, in October 2017, the West Gonja, Nadowli-Kalio and Sawla-Tuna Kalba District Assemblies all passed by-laws to help protect wildlife and natural resources within the four CREMAs. Though about to be gazetted, these new by-laws are already giving communities the authority and incentives to sustainably manage and conserve their local natural resources, while also helping to secure biological diversity in the CREMAs through eco-friendly land use systems. The imminent gazettement of these by-laws is expected to further foster a deeper commitment from local communities to use natural resources sustainably, while also promoting income generating activities like bee keeping and the processing of cassava and shea nut.

Members of Murugu-Mognori CREMA are advocating the gazetting of by-laws to ensure sustainable livelihoods through micro enterprise growth for CREMA members.



Assin-Adiembra Co-Operative Farmer Society Limited
(#23-421 AACFSL)

Size of Grant GH¢ 65,403.45

Outreach Formed and registered in 2008, the Assin-Adiembra Co-Operative Farmer Society Limited is an association of about 62 oil palm growers who manage oil palm plantations in the Assin South district of the Central Region. The association was formed with the objective of improving the productivity and incomes of rural oil palm growers in the Assin South District. In January 2013, the leadership of the association sought the support of the BUSAC Fund to advocate easier access to quality and affordable oil palm seedlings for higher yield.

Expected Results It was expected that at the end of the association's advocacy action, duty bearers from the Ministry of Food and Agriculture would grant the farmers regular access to the supply of affordable and high yielding oil palm seedlings to enable them maximize output.


Action carried out By April 2014, the leadership of AACFSL started engaging duty bearers in dialogue over the need to give rural oil palm growers in the Assin South district regular access to affordable high yielding oil palm seedlings. The association also conducted research to unearth the challenges encountered by farmers in their quest to access quality seedlings for their oil palm plantations. The empirical evidence gathered from the association's research findings helped to impress upon duty bearers and the media the need to grant farmers access to quality oil palm seedlings to ensure increased productivity and incomes.

Achievements As a result of the association's advocacy action, an oil palm seedling nursery demonstration site has been established in May 2014 at Assin Adiembra, giving the farmers access to affordable high yielding oil palm seedlings. The farmers of the association are also now privileged to be able to purchase treated and quality seedlings from the Palm Oil Research Institute at Kade. Thanks to the association's advocacy action, the days when most oil palm growers in Assin used to purchase low yielding fake seedlings at exorbitant prices are long gone, and this is helping the oil palm growers to increase their productivity and incomes.

Members of AACFSL successfully advocated access to high yielding oil palm seedlings.

*Photo credit:
www.ghanayello.com*





Apam Canoe Cooperative Fishermen Company (#22-102 ACCFC) Advocacy For The Construction Of A Cold Store At Apam	
Size of Grant	GH¢ 32,441.85
Outreach	Registered in 1996, the Apam Canoe Cooperative Fishermen Company (ACCFC) is a union of over 400 fishermen who practice their fishing occupation within the Gomoa West District of the Central Region of Ghana. In November 2011, the leadership of ACCFC sought the support of the BUSAC Fund to advocate the provision of a commercial storage facility (Cold Store) to preserve the catch of the fisher folk in the district.
Expected Results	It was expected that at the end of ACCFC's advocacy action, duty bearers will construct large cold stores and ice making facilities within the Gomoa West district to help the fishermen to preserve their fish.
Action carried out	In April 2012, the leadership of ACCFC, with the support of the BUSAC Fund, began to dialogue with relevant duty bearers from the Ministry of Food and Agriculture, Fisheries Commission and the Gomoa West District Assembly on the need to establish commercial fish storage facilities in the district to boost the productivity and incomes of fishermen in the district.
Achievements	As a result of ACCFC's advocacy action, duty bearers in October 2016, constructed an efficient commercial fish storage facility within the Gomoa West Municipality, thus helping the fishermen to overcome the perennial challenge of post-harvest losses confronting fishermen. The ice cube production factory which began working in July 2017 is serving other neighbouring communities including Nyanyano and Mumford in the Gomoa West District of the Central Region. Mr. Samuel Blankson, Chairman of the ACCFC explained that before the advocacy action, fisher folks were compelled to reduce the frequency of embarking on fishing expedition from four times in a week to two times in two weeks due to the unavailability of ice cubes. But following the successful advocacy action of the association supported by the BUSAC Fund and its development partners, Danida, USAID and EU, the fishermen are now testifying that their economic fortunes have improved considerably.
<i>The newly installed ice-making facility</i>	

Samsam-Odumase Co-operative Pineapple Growers and Marketing Society Limited (#22-117 SCPGMS) Provision Of Smooth Cayene Suckers For Cultivation And Export To Meet Demand From European Market	
Size of Grant	GH¢ 27,000.00
Outreach	The Samsam-Odumase Co-operative Pineapple Growers and Marketing Society Limited union of farmers who cultivate pineapples in the Ga West District of the Greater Accra region of Ghana. The association is currently made up of about 76 pineapple farmers. In November 2011, the association sought the support of the BUSAC Fund to advocate access to high yielding pineapple seedlings.
Expected Results	It was expected at the end of the advocacy action, the District Agric Directorate will ensure that the 'Supply Multiplication Scheme' with respect to Smooth Cayene variety of pineapple is functioning, enabling farmers to have access to the Smooth Cayene suckers continuously to grow and expand to meet the high demand from exporters in the European Union market.
Action carried out	From May 2011 to November 2014, the leadership of the association dialogued with officials of the Ministry of Food and Agriculture, Ministry of Trade and Industry and the Amasaman district Assembly on the need to provide farmers with smooth cayenne suckers for planting. During these dialogue sessions, SCPGMS persuaded the District Directorate of Agriculture to ensure a regular supply of the Smooth Cayenne varieties to pineapple farmers in the district.
Achievements	Following the successful advocacy action, members of SamSam-Odumase Co-Operative Pineapple Growers and Marketing Society Limited (SCPGMS) have now access to planting materials that will allow them to export to European Union. The farmers who are now cultivating the smooth cayenne pineapple which had long been a dominant variety in Europe, reported their revenue had increased following their last harvest.
<p><i>Members of SCPGMS are pleased with the high-yielding smooth cayenne varieties</i></p>	

National Advocacy Actions (Window 2)



Ghana Electrical Contractors Association (#22-099 GECA) Growing The Business Of Certified Ghanaian Electrical Contractors Through Enforcement Of Standards	
Size of Grant	GH¢ 58,259.25
Outreach	Registered in 1972, the Ghana Electrical Contractors Association is a union of private electrical contractors spread over all the ten regions of Ghana. This national association currently has over 3,000 members who regularly undertake the wiring of domestic and industrial structures in Ghana. In October 2011, the leadership of GECA sought the support of the BUSAC Fund to advocate proper regulation of electrical installation practice in Ghana.
Expected Results	It was expected that end of GECA's advocacy action: <ul style="list-style-type: none"> • The relevant duty bearers will take steps to regulate and sanitize electrical installation practice in Ghana. • The advocacy capacity of the Association will be strengthened • Importance or safety of electrical installations on state premises placed on the national agenda
Action carried out	Between June 2012 and November 2014, the leadership of GECA had fruitful dialogue sessions with officials from Ministry of works and Housing, Ministry of Local Government, Energy Commission and Electricity Company of Ghana. During these dialogue sessions, GECA members extensively discussed ways of enforcing standards within the electrical installation industry in Ghana.
Achievements	As a result of the advocacy action, the Energy Commission started licensing all the electrical contractors across all the ten regions in Ghana, thus creating a fair standard for the industry. According to members of GECA, this move has curbed the infiltration of the market by uncertified electrical contractors, thereby halting the decline of business opportunities for GECA members. The Ministry of Energy also pledged to undertake a mass re-wiring of all government buildings in the country, using the services of licensed Ghanaian electrical contractors. Moreover, the advocacy capacity of GECA members was also greatly enhanced as a result of the advocacy action.
<p><i>An Electrical technician at work</i></p>	

Global Shea Alliance (#23-224 GSA) Amendment of Cocoa Board Act 1984 to enable private sector shea nut collectors to set own prices	
Size of Grant	GH¢ 78,945.30
Outreach	Established and registered in 2011, the Global Shea Alliance (GSA) is a non-profit shea industry association with headquarters in Accra, Ghana. GSA currently has 350 members comprising of women's groups, small businesses, suppliers, international food and cosmetic brands, retailers, and non-profit organizations who operate within the shea industry. The alliance was formed with the objective of building a sustainable and competitive shea industry to enhance economically viable, environmentally and socially responsible shea nuts and shea product businesses.
Expected Results	It was expected that at the end of the GSA's advocacy action, duty bearers and the alliance will sign an MOU for the Cocoa Board Act 1984 (PNDC Law 81) Section 3 to be amended to enable private sector shea nut collectors to set their own prices.
Action carried out	Starting from December 2012, members of GSA engaged officials of the Ghana Cocoa Board in a series of dialogue sessions on the need to amend section 3 of Act 1984 (PNDC Law 81) to enable private sector shea nut collectors to set their own prices.
Achievements	Following the successful advocacy action of GSA, the Ghana Cocoa board stopped announcing floor prices for shea by the last quarter of 2014. Since that time until date, the forces of demand and supply have determined the market of price of shea. As a result, the domestic shea industry has become vibrant and profitable, and operators in the shea industry could now depend on the shea business for sustained livelihoods, taking care of their families. A lot more people are involved in the industry now than before.
<p><i>The market for sheanuts is now vibrant, as government no longer sets the floor price for sheanut purchases.</i></p>	

Ghana Grains Council
(#25-046 GGC)
Addressing Grain pricing policy

Size of Grant	GH¢ 101,601.67
Outreach	The Ghana Grains Council (GGC) was formed and registered in 2010 with the primary objective of improving the income of grain value chain members through the use of warehouse receipting to store grains. The Council is made up of over 96 agri-business entities operating within the agricultural sector of Ghana. In May 2015, GGC sought the support of the BUSAC Fund to advocate the institutionalization of a standardized grain pricing policy to promote competitiveness and efficiency within Ghana's grain industry.
Expected Results	It was expected that GGC's advocacy action will result in clearly graduated and fair pricing of grains based on well-defined grades nation-wide; and that grain buying agencies that purchase grains on behalf of government will cease to announce grain producer prices to mitigate undue interference in grain prices.
Action carried out	Beginning from December 2015, the leadership of Ghana Grains Council began to engage duty bearers from Ministry of Food and Agriculture, Ghana Standards Authority and Ministry of Trade and Industry on the need to establish a standardized and transparent grain pricing policy, whereby prices will be based on well-defined grades / quality of grains. Prior to these engagements, GGC conducted research to investigate the grain pricing gaps in Ghana and identify practical and transparent methods for fairer pricing in the grains market.
Achievements	As a result of GGC's advocacy action, the National Food and Buffer Stock Company (NFBSC), in April 2016, agreed not to set farm gate prices for grains for the year 2016, thus allowing the market forces of demand and supply to primarily determine the prices of grains. This new grain pricing policy is now enabling large grain buyers to procure their grains at competitive prices. Moreover, through Grains Council's advocacy action, most grain farmers have now acquired knowledge on the use of measurement and weighting scale to enable them get fair prices for their grains. Again, following the Council's advocacy action, all GGC grain warehouses under WRS ecosystem are using quality standards for procuring grains in their day-to-day business.

Ghana Grains Council successfully advocated an improvement in the grain pricing policy



**Ghana Tourism Federation
(#25-058 GHATOF)**

Advocacy Action For The Review Of The 17.5% Vat On Domestic Air Transport

Size of Grant	GH¢ 77,762.16
Outreach	Formed and registered in 1994, the Ghana Tourism Federation (GHATOF) is a union of over 7,000 tour operators who ply their trade across the ten regions of Ghana. GHATOF was formed with the objective of improving the standards of service offered by Ghanaian tourism organizations. In October 2015, the leadership of GHATOF sought the support of the BUSAC Fund to advocate the review of the 17.5% VAT on domestic air transport, as the high tax rate rendered the domestic aviation industry uncompetitive and unattractive to tourists.
Expected Results	It was expected that at the end of GHATOF's advocacy action, Government would issue a specific directive to either introduce a 5-year moratorium on the introduction of the 17.5% VAT on domestic airline tickets or a downward review of the rate from 17.5% to not more than 5%.
Action carried out	In March 2016, the leadership of GHATOF, with the support of the BUSAC Fund, began to dialogue with relevant duty bearers from the Ministry of Finance, Ministry of Transportation, Ministry of Tourism and Ghana Revenue Authority on the need to review the 17.5% VAT levied on domestic airline tickets to make the domestic aviation industry more competitive.
Achievements	Following GHATOF's advocacy action, the Government of Ghana, in its 2017 budget, abolished the 17.5% value-added tax on domestic airfares as to boost the productivity and incomes of domestic airline operators. The removal of the 17.5% VAT not only led to a reduction in domestic airfares, but also led to an increase in the number of passengers patronizing domestic flights. Speaking on the floor of Parliament in June 2018, Ghana's Aviation Minister, Hon. Cecilia Dapaah revealed that as a result of the tax review, domestic passenger trips from May to December 2017 were 323,754 as against 295,278 passengers for the same period in 2016, representing an increase of 9.64%. The leadership of GHATOF also reported that their advocacy action has led to a stronger networking with actors in the aviation industry, while further enhancing the advocacy capacity of their members.

GHATOF successfully advocated the reduction of taxes on domestic airline tickets to boost patronage of domestic flights.



**Ghana National Chamber of Commerce & Industry
(#25-065 GNCCI)
Advocacy To Improve Efficiency And Reduce
The Cost Of Doing Business At The Ports Of Ghana**

Size of Grant GH¢ 154,824.08

Outreach The Ghana National Chamber of Commerce & Industry (GNCCI) is an association of business operators, firms, and industries with interests spanning every sector of private enterprise in Ghana. As an advocacy institution, GNCCI was established in 1968 with the prime objective of promoting and protecting commercial and industrial interests in the country. In November 2015, GNCCI sought the support of the BUSAC Fund to advocate reduction in the cost of doing business at the ports of Ghana, while also improving efficiency at the ports.

Expected Results It was expected that at the end of GNCCI’s advocacy action, duty bearers will eliminate the overlapping and duplication of functions (acquisition of permits and licenses etc) which are currently being undertaken by various stakeholders operating at the Ports.

Action carried out In April 2017, the leadership of GNCCI with the support of the BUSAC Fund, began to dialogue with relevant duty bearers from Ghana Ports and Harbour Authority, Ghana Revenue Authority and Ministry of Trade and Industry on the need to curtail the rising cost of doing business at Ghana’s ports, and to streamline the several unregulated charges and fees at the ports. GNCCI also called on agencies at the ports to desist from using importers and exporters as cash cows for their internally generated funds. The chamber also sensitized agents of importers and exporters to desist from charging high costs particularly through the miscellaneous line item.

Achievements Following GNCCI’s advocacy action, duty bearers, in November 2016, started making serious efforts to streamline port agencies and institutions to eliminate the overlapping and duplication of roles at the ports. Moreover, authorities have now streamlined payment of monies at the ports via the use of mobile money, visa cards, and payment at banks, thus minimizing extortions drastically. GNCCI has also sensitized importers and exporters about the port transaction processes and procedures, thereby encouraging them to demand excellent service delivery to match the charges levied.

The Leadership of GNCCI sensitized their members and relevant duty bearers on the need to reduce the cost of doing business at Ghana’s



**TOURISM OPERATORS UNION OF GHANA
(#25-023 TOUGHGA)**

**Advocacy For Mainstreaming TOUGHGA In Enforcing Laws On Wetlands
And Protection Of Water Bodies**

Size of Grant	GH¢ 119,820.33
Outreach	Registered in the year 2000, the Tour Operators Union of Ghana (TOUGHGA) is made up of 81 tour operators who operate across all the ten regions of Ghana. The association was formed with the objective of creating awareness about the operations of the domestic tourism industry, and to significantly influence state legislation on tourism in Ghana. In January 2016, the leadership of TOUGHGA sought the support of the BUSAC Fund to advocate the enforcement of laws on wetlands and the protection of water bodies.
Expected Results	It was expected that at the end of TOUGHGA's advocacy action, duty bearers will formulate a national strategy for the protection of water bodies and wetlands inspiring the development of actual activities at the community levels culminating in the active participation of TOUGHGA and local people in the protection of water bodies and wetlands.
Action carried out	Beginning from March 2016, the leadership of TOUGHGA started engaging duty bearers in dialogue over the need to mainstream TOUGHGA in enforcing Laws on wetlands and the protection of water bodies. In the process, TOUGHGA had fruitful dialogue with public sector agencies such as the Ministry of Water Resources, Works and Housing, Environmental Protection Agency, Ministry of Tourism, Culture and Creative Arts and Ministry of Lands and Forestry.
Achievements	By the third quarter of 2017, as a result of TOUGHGA's advocacy action, the association has signed an MOU with the Water Resource Commission under the Ministry of Water Resources, Works and Housing for the protection of wetlands and water bodies. Following TOUGHGA's fruitful dialogue with duty bearers, the Water Resource Commission has taken steps to halt the rapid encroachment of various wetlands by estate developers in the Greater Accra Region. Again, the Commission now recognizes the association and has started to partner with TOUGHGA to protect Ghana's wetlands and their rich wildlife that have the potential of attracting tourists. Elaborate guidelines on the protection of the nation's wetlands have also been prepared.

TOUGHGA advocated the protection of wetlands for the benefit of the tourism industry and the environment.



**Alliance Of Young Entrepreneurs Ghana
(#25-037 AYEG)
Advocacy On the Yes Fund**

Size of Grant GH¢ 98,786.52

Outreach Alliance Of Young Entrepreneurs Ghana (AYEG) is a national network of about 105 young entrepreneurs and business leaders in Ghana, mostly between the ages of 20 and 40 years. AYEG was formed and registered at the National Youth Authority (NYA) in 2009 to champion entrepreneurship by young people. In October 2014, the leadership of AYEG sought the support of the BUSAC Fund to advocate proper governance in the implementation of Government's Youth Enterprise Support (YES Fund) programme.

Expected Results It was expected that at the end of the association's advocacy action, there will be good governance, accountability and transparency in the implementation of the YES Fund programme to enable young entrepreneurs tap effectively into the funding opportunities presented by the fund. AYEG also anticipated a full involvement in the consultative process that is expected to lead to the passage and adoption of an LI on the YES Fund.

Action carried out In March 2015, members of AYEG started having dialogue with duty bearers from the YES Fund Secretariat, Ministry of Youth and Sports and the National Youth Authority on the need to establish good governance practices and accountability in the implementation of the YES Fund so that more youth entrepreneurs will have confidence in the beneficiary selection process and apply for support.

Achievements Following the group's advocacy action, the leadership of AYEG signed an MOU with the YES Secretariat in April 2014 to collaborate on issues relating to youth entrepreneurship. This agreement allowed AYEG to make valuable inputs into YES Fund's support schemes for young entrepreneurs in Ghana. AYEG also made significant progress in sensitizing young entrepreneurs around the country on how to successfully access funding opportunities available at the YES FUND. Again, AYEG has successfully advocated good governance and transparency in the implementation of the YES Fund programme, and this has enabled many young Entrepreneurs to access support services offered by the Fund. Moreover, as part of the advocacy support from the BUSAC Fund, members of AYEG benefitted from financial management skills training, which is helping them to manage the finances of their individual businesses.

Through their advocacy action, AYEG has been encouraging young entrepreneurs to access the YES Fund.



**Record Producers and Music Publishers Association of Ghana
(#22-397 REPPAGH)
Enforcement of Piracy Law - Copyright Act 690**

Size of Grant	GH¢ 67,697.25
Outreach	The Record Producers and Music Publishers Association of Ghana (REPPAGH) is a union of over 45 music producers which was established and registered in 2006 with the objective of promoting African music in general and Ghanaian music in particular. In January 2012, the association sought the support of the BUSAC Fund to advocate the strict enforcement of Ghana's Piracy Law - Copyright Act 690.
Expected Results	It was expected that at the end of the association's advocacy action, a Copyright Monitoring team will be set up to coordinate and undertake anti-piracy exercises. It was also expected that duty bearers would establish Collective Management Organizations for the following sets of rights: Music, Literary and Audiovisual.
Action carried out	In October 2012, the leadership of REPPAGH commenced dialogue with relevant duty bearers from the Attorney General's Department, Copyright Society of Ghana, Ghana Music Rights Organization (GHAMRO) on the need to take bold steps in enforcing Ghana's anti- piracy Law (copyright Act 690) to help curtail the huge losses in revenue incurred by music producers in Ghana.
Achievements	Following REPPAGH's advocacy action, Government, in July 2013, took steps to enforce the anti-piracy laws (Copyright Act 690) by setting up a task force to monitor and curtail the activities of pirates who exploited the creative works of musicians. This action is reducing the incidence of music piracy, which was previously practiced in the country without hindrance, leading to huge losses in revenue for music producers in Ghana. In March 2017, the advocacy efforts of REPPAGH received a huge morale boost from GHAMRO who organised a copyright workshop for selected members of the police and Copyright Monitoring Team to galvanize support for the enforcement of the Copyright Act and anti-music piracy initiatives in Ghana.

Ghanaian record producers and music publishers have advocated the strict enforcement of anti-music piracy laws in Ghana.



Public-Private Dialogue Platforms (Window 3)



The Black Star international film Institute (BSIFI)
(#33-016 BSIFI)
BSIFI Public Private Dialogue Initiative

Size of Grant	GH¢ 291,060
Outreach	Formed and registered in 2016, the Black Star international film Institute (BSIFI) is a Not-for profit organization set up to research global film industry policies with goal of identifying partners to advocate for friendly policies for the film industry. In June 2018, BSIFI sought the support of the BUSAC Fund to advocate the use of PPD to address the policy and capacity gaps that hinder the growth of Ghana's film industry.
Expected Results	It was expected that at the end of BSIFI's advocacy action, duty bearers will adopt and implement industry friendly policies to make Ghana's film sector competitive within the sub-region.
Action carried out	In August 2018, the leadership of BSIFI organized a grand stakeholder workshop during which they brought together representatives of 138 stakeholder organizations within Ghana's film industry to deliberate on how to address the policy and capacity gaps within Ghana's film industry. The workshop also brought together representatives of Ministry of Tourism, Arts and Culture to listen to stakeholders articulate their concerns about the policy gaps within Ghana's film industry.
Achievements	Through the organization of stakeholder platforms on the film industry, BSIFI has been able to build the capacity of stakeholders within the film industry, equipping them with skills in line with global trends in modern film-making. BSIFI has also been able to hold discussions with officials of the Ministry of Tourism, Arts and Culture on some of the policy interventions needed to promote the growth and development of Ghana's film industry. Public sector support for BSIFI's advocacy drive was also given a boost in late 2018 when the First Lady, H.E. Mrs Rebecca Akuffo-Addo was officially unveiled as a patron of the Black Star International Film Festival (BSIFF), alongside the Managing Director of CAL Bank, Mr. Frank Adu.

The First Lady addressing film industry stakeholders at the Black Star International Film Symposium in 2018



Ministry of Trade and Industry
(#33-2-003 MOTI)
Consultative and Validation Workshops on Draft National MSME Policy

Size of Grant	n.a.
Outreach	The Ministry of Trade & Industry (MOTI) is the lead policy advisor to government on trade, industrial and private sector development with responsibility for the formulation and implementation of policies for the promotion, growth and development of domestic and international trade and industry. The Ministry is also the advocate for the private sector within government and is the principal agency responsible for monitoring and implementing the Government's private sector development programmes and activities. In September 2018, MOTI sought the support of the BUSAC Fund to formulate a national MSME policy for Ghana.
Expected Results	It was expected that at the end of MOTI's consultations with private sector stakeholders, Ghana will adopt a national Micro, Small and Medium Enterprises Policy that seeks to provide the administrative, regulatory, institutional and legal framework for the growth and development of the MSME sector.
Action carried out	On November 13, 2018, the BUSAC fund supported MOTI to organize a consultative workshop for stakeholders within Ghana's business sector to collate inputs to help enhance the draft National Micro, Small and Medium Enterprise (MSME) Policy for Ghana. With the support of the BUSAC Fund and its development partners – Danida, USAID and the EU, MOTI organized similar stakeholder consultative workshops in Kumasi and Tamale on November 15, 2018 to offer all relevant stakeholders an opportunity to provide meaningful inputs into the draft MSME policy before its final validation.
Achievements	Following the successful engagements with stakeholders in Ghana's business sector, MOTI received a lot of valuable inputs that helped to enhance and finalize the draft MSME policy. Again with the support of the BUSAC Fund, MOTI organized a validation workshop in December 2018 to afford stakeholders the opportunity to finalize and validate the national MSME policy to make it an acceptable working policy document for all stakeholders. It is expected the national MSME Policy will stimulate the growth of MSMEs to produce world class products and services that can compete locally and internationally with supportive enabling environment and interventions of technology transfer, entrepreneurial culture, skills development, access to finance, market facilitation, research and development.

MOTI carried out consultations with key stakeholders on a draft national MSME policy with the support of the BUSAC Fund.



Year	Number of Grants	Amount
2017	15	\$1,200,000
2018	18	\$1,500,000

**Post Advocacy Grants
(Window 4)**

The following table provides a summary of the Post Advocacy Grants awarded in 2017 and 2018. The grants are awarded to various organizations and individuals for a variety of purposes, including research, education, and advocacy. The total amount of grants awarded in 2018 was \$1,500,000, compared to \$1,200,000 in 2017.




**Ghana Association of Medical Laboratory Scientists (GAMLS)
(#34-012 GAMLS)**

Advocacy For Legislative Instrument To Operationalize The Health Professions Regulatory Act

Size of Grant	GH¢ 103,872
Outreach	Established in 1971, the Ghana Association of Medical Laboratory Scientists (GAMLS) is the sole professional body for all Medical Laboratory Scientists in Ghana, with over three thousand (3000) members operating across the country in various public, quasi-government, security agencies and private hospital laboratories. In September 2017, the leadership of GAMLS sought the support of the BUSAC Fund to advocate the passage of a legislative instrument to operationalize the Health Professions Regulatory Bodies Act, 2013.
Expected Results	It was expected that at the end of GAMLS' advocacy action, a Legislative Instrument (L.I) will be passed by Parliament to fully operationalize the implementation of the Health Professions Regulatory Bodies Law (Act 857) in Ghana, to help sanitize medical laboratory practice in Ghana.
Action carried out	In February 2017, the leadership of GAMLS, with the support of the BUSAC Fund, began to dialogue with relevant duty bearers from the Parliamentary Select Committee on Health, Ministry of Health and the Ghana Health Service on the need to pass a Legislative Instrument to facilitate the implementation of the Health Professions Regulatory Bodies Act.
Achievements	As a result of GAMLS' advocacy action, duty bearers are now showing an active interest in operationalizing the Health Professions Regulatory Bodies Act. So far, the Legislative Instrument had been drafted and awaiting administrative procedures from the Allied Health Professions Council. Again, the leadership of GAMLS are also pleased that as a result of their advocacy action, the association has now established a proper supervision and practices procedure to enhance practical training of laboratory scientists, since members' practical and hands-on skill training from school seem inadequate.

Laboratory Scientists at work



Development Action Association (#34-009 DAA) Post-Harvest Fisheries Extension to Fish Processors	
Size of Grant	GHC 92,954
Outreach	Development Action Association (DAA) is a network of farmer /fisher based organisations operating in 64 communities within three regions of Ghana, namely Greater Accra, Central and Eastern. Ninety five percent (95%) of its members are grassroots women who operate mainly in the area of food security i.e. fish processing, cassava production, micro - credit, vegetable production and livestock farming (Grasscutter, rabbits, snails, fowls, pigs etc). In September 2017, DAA sought the support of the BUSAC Fund to advocate the provision of post-harvest fisheries extension services to fish mongers in the fishing communities.
Expected Results	It was expected that at the end of GNCCI's advocacy action, Fisheries Commission of Ghana will deploy trained fisheries extension officers to support post-harvest activities among fish mongers within the fishing communities in the Ga South District.
Action carried out	In February 2018, the leadership of DAA began to dialogue with relevant duty bearers from Ministry of Fisheries and Aquaculture Development, Fisheries Commission and the Ga South Municipal Authority on the need to provide post-harvest fisheries extension services to fish mongers within the Ga South Municipality.
Achievements	Following DAA's advocacy action, the Fisheries Commission (FC) has committed two (2) extension officers to provide technical support on post-harvest fisheries activities for fishmongers within the GA South Municipality. The Fisheries commission also plans to collaborate with the municipal assembly to employ the third extension officer to serve the needs of the fishmongers in the municipality. Again, the FC is preparing to begin the use of audio-visual information van to provide extension services every quarter to fishmongers in the district, beginning from January 2019. This will be monitored by DAA
<p><i>DAA successfully advocated access to extension services for fish mongers.</i></p>	

**PSO membership:
Business Development Services
(Window 5)**



Ghana Trade and Livelihood Coalition
 (#35-028 GTLC)
Growing & Improving Markets Systems

Size of Grant GH¢ 49,560

Outreach Formed and registered in the year 2006, the Ghana Trade and Livelihood Coalition (GTLC) is an association of over 10,000 grain farmers who practice their agribusiness across seven regions of Ghana. In September 2017, the leadership of GTLC sought the BDS support of the BUSAC Fund to build the capacity of their members on how to improve access to high value markets for their agricultural produce.

Expected Results It was expected that at the end of GTLC's capacity building exercise, farmers within the group would acquire useful skills on increasing collaboration among market actors in all operational areas of GTLC and improving access to high value markets for farm produce.

Action carried out With the support of the BUSAC Fund, the leadership of GTLC organized a BDS training for about 21 nucleus trainers from within their ranks in the area of participatory market system development. Participants also got the opportunity to learn how to produce high quality grains that can attract higher prices on the premium grain market. These nucleus trainers are currently extend in the skills to numerous other members of the association.

Achievements Six-months after participating in the capacity-building programme, many members of the association have put into practice lessons learnt from the training by harvesting at the right time, threshing their rice on tarpaulin to avoid stones and ensuring their grains were well winnowed to eliminate all unwanted materials. Ms Asimwu Ibrahim, a 29-year old farmer cheerfully testifies that after implementing such good cultivation practices, she sold seven 100-kilo bags of rice each for GHC 105 to aggregators from southern Ghana. But the knowledge Ms. Ibrahim gained at the capacity building programme is not all about improved rice cultivation skills. She quickly hinted that the negotiating skills learned during the training had helped her to rent two additional acres of land to add to her existing plot in other to expand her farm and cultivate more quality rice.

Women threshing rice on tarpaulin ports



Northern Region Farmers Association (NORFA)
(#35-016 NORFA)
Capacity Building in improved and sustainable rice production techniques
for NORFA members

Size of Grant	GH¢ 38,892
Outreach	The Northern Region Farmers Association (NORFA) is a union of food crop farmers which was formed and registered in 2011. The leadership of the association sought the BDS support of the BUSAC Fund in September 2017 to enhance the capacity of their members in the area of innovative and Sustainable Agricultural Production methods.
Expected Results	It was expected that at the end of NORFA's BDS training programme, members will be equipped with practical skills and knowledge in agronomic practices that are sustainable in food production and Agri-business.
Action carried out	In March 2018, the leadership of NORFA, with the support of the BUSAC Fund, organized a two-week intensive training programme for 30 nucleus members of the association, during which members learnt useful skills on Agricultural Enterprise Management, Meaning and benefits of Organic Agriculture, Organic Production and Trade, Starting an Organic Agricultural Enterprise, Processes of Certifying Organic Production and Agricultural Value Chain Development.
Achievements	After participating in the training programme, many members of NORFA who applied the skills learnt have testified that their agricultural businesses are experiencing growth in productivity and income. Members of NORFA are testifying that the BDS training received is helping them to use modern and safe methods of vegetables farming to increase productivity and incomes, as well as become more competitive on the market. A member of the association, Madam Alimatu Yahaya remarked: "For the first time in my farming experience, my fellow female farmers and I realised a profit margin of about 70 percent on our investments in the groundnut business. In addition to the good agronomic practices, we also learned book-keeping skills that helped us to itemize inputs bought, labour cost and proceeds".

A vegetable farmer at work



1.0 ANNUAL REPORT 2018 – ACTUAL VERSUS PLANNED

1.1 SUMMARY OF KEY ACHIEVEMENTS

Window 1 District & Community Level:

- By-law for protection of Mangroves – Fisheries Sector
- Promoting Non-traditional crops: Mango, Cashew, Honey
- Land use rights: valuation & compensation guidelines
- Promotion of land rights for women
- Increase participation in fee fixing at market places/traditional caterers
- SMEs engagement in fee fixing
- Advocacy on warehoused for fishermen
- Transparency in bidding procedures for the garment sector
- Licensing of electrical contractors in Energy/Construction Sector

National Level – Moving from Aid to Trade (Windows 2, 3 and 4

- Business licensing and registration – Private Enterprise Federation (PEF)
- Tax on capital injection - foreign investments – European Business Organisation (EBO)
- Review of the ECOWAS Common External Tariff (CET) in Poultry sector – Ghana National Association of Poultry Farmers (GNAPF)
- Reducing cost of doing business at the Ports – Ghana National Chamber of Commerce & Industry (GNCCI)
- Counterfeit and illicit trade – Ghana Employers’ Association (GEA)
- Ratification of the World Trade Facilitation Agreement – International Chamber of Commerce, Ghana (ICCG)
- Local Content Report and stakeholder discussions: Cabotage, Oil & Gas sectors
- Competition bill - CUTS
- Insolvency Bill – Ghana Association of Restructuring and Insolvency Advisors (GARIA)
- Enhancing Tourism: Wetland preservation – Tour Operators Union of Ghana (TOUGHGA)

Other National issues addressed (Windows 2, 3 and 4)

- Tax reviews by Government of Ghana following Association of Ghana Industries’ (AGI) advocacy action
- National MSME Policy – Ministry of Trade and Industry (MoTI)
- OSH Policy and Law – Ghana Employers’ Association, Trades Union Congress & Ministry of Employment & Labour Relations (GEA, TUC & MELR)
- Advertising bill – Advertisers’ Association of Ghana (AAG)
- Construction Industry – PPD AGI Construction & 15 Stakeholders
- Creative Arts at national level – Black Star International Film Institute (BSIFI)
- Plastic Waste Management and developing effective recycling initiatives – Ghana Recycling Initiative for Private Enterprises (GRIPE)
- Renewable Energy – Ghana Youth Environmental Movement (GYEM)
- Informal Economy – Road map drawn GEA & MELR taking lead
- HRBA issues such as sign language - GNAD
- Bill on film development - Ghana Actors’ Guild (GAG)
- Tax relief on pharmaceutical products - Ghana Chamber of Pharmacy (GCAP)
- Ghana Bioenergy Policy: Private sector participation in the biofuel industry

PSO capacity to offer Business Development Services to members: (Window 5)

- Of a total of 150 approved grants 98 Grants were completed of which at least one third was identified as successful with promising results
- Complementarity and synergy with SDF achieved
- NBSSI as a strategic partner to extend BDS to enterprises across the country ensuring sustainability beyond BUSAC term

1.2 GRANTS MANAGEMENT - APPLICATION PHASE

The Application Phase includes the following steps:

1. Call for Concept Notes and Evaluation
2. Call for Applications and Evaluation
3. Grant Approvals by the SC
4. Pre-award due diligence and financial risk assessment
5. Contract award and signing

The above steps are all applicable to Windows 1 - 4. In the case of Window 1 Rapid Responses and Window 5 submission of concept note is not needed.

The Secretariat receives proposal through Calls for Proposal, which are normally advertised in the newspapers, social media and website of the BUSAC Fund. These Calls have a maximum duration of 3 weeks for interested applicants to submit a complete proposal package as requested in the advert.

1.2.1. Call for Concept Notes

The Secretariat advertised the Call #2 in the print media between May 14 and June 18, 2018. The Secretariat did this by designing and publishing half-page adverts in the Daily Graphic, the Ghanaian Times and the Business and Financial Times (B&FT). (*See Section 3.3 for further details*).

These adverts, which were also published on the Fund's website and social media pages, featured guidelines on how applicants can apply on either the Fund's new online application portal or through downloadable concept note forms. These print media adverts, together with the organization of roadshows in four (4) regions, enabled the Secretariat to receive Three Hundred and Ninety (390) concept notes from business associations spread across all ten regions of Ghana.

Due to the large number of concept notes received, the Secretariat carried out a preliminary pre-screening to reduce the number to be evaluated. The concept notes were screened to ensure that they were in line with the priority areas as outlined in the publication:

1. Policies relating to agricultural themes such as agro-processing, non-traditional agricultural commodities and value chain development;
2. Policies and issues pertaining to climate change adaptation and sustainability e.g. green growth, energy conservation, renewable natural resources, recycling and waste management;
3. Policies and regulations relating to the Cost of Doing Business;

4. Proposals focusing on the application of Human Rights Based Approach (HRBA) to enhance the business environment e.g. Women Empowerment and Entrepreneurship, inclusion of marginalized citizens (disabled) into economic activities.

Out of 389 concept notes, 156 were screened out as they were not in line with the priority areas outlined in the Call for Concept Note and also did not meet the BUSAC Fund eligibility criteria. A total of Two Hundred and Thirty Four (234) Concept Notes were accepted for evaluation under Windows 1 - 4.

Below is the breakdown of Call #2 Concept Notes received under Windows 1 - 4:

Table 1: Call #2 for Concept Notes

W#	Target	CN Received	Concept notes Screened out	CN Evaluated	CN Approved	CN accepted (%)
1	40	246	122	124	80	64.5%
1RR						
2	20	131	33	98	69	70.4%
3	2	4	0	4	2	50.0%
4	25	8	1	7	4	57.1%
5						
Total	87	389	156	233	155	100%

1.2.1.1 District and Community Level Advocacy Grants

Under Call #2, the Secretariat received Two Hundred and Forty Six (246) Window 1 Concept Notes including one (1) Rapid Response, of which One Hundred and Twenty Two (122) were screened out because they were not in line with the priority areas for Call #2. The remaining One Hundred and Twenty Four (124) were accepted for evaluation.

1.2.1.2 Window 2: National Business Advocacy Grants

Under Call #2, the Secretariat received One hundred and thirty one (131) Concept Notes under Window 2 and screened out Thirty three (33) Concept Notes, which were not in line with priority areas for Call #2. The remaining Ninety eight (98) were accepted for evaluation.

1.2.1.3 Window 3: Support to Public-Private dialogue (PPD)

The Secretariat received four (4) Concept Notes under Window 3 for Call #2. All four (4) concept notes were accepted to be evaluated. Successful applicants were invited to submit their full technical proposals.

1.2.1.4 Window 4: Post-Advocacy Facility

The number of concept notes received under Window 4 was low and did not meet the target of Twenty five (25) set out in the 2018 Annual Work Plan. The Secretariat received eight (8) Concept Notes and screened out one (1) because it was not in line with the priority areas for Call #2.

One of the reasons for the low number of applications received might be due to the fact that the post advocacy facility is targeted at past BUSAC grantees. The Secretariat however, was able to compensate for this by accepting more Window 2 applications as they are also of national importance.

1.2.1.5 Concept Notes Evaluation

The evaluation of concept notes for all Advocacy Windows was completed by the middle of July. For all windows, the concept notes submitted and received at the Secretariat were reviewed by two (2) independent evaluators who evaluated based on three (3) main criteria:

- Relevance of the action;
- Effectiveness and
- Feasibility

The successful applicants who scored a minimum of 70% (35/50 points) proceeded to the application stage. Letters communicating the outcome of the evaluation were sent to both successful and unsuccessful applicants with recommendations to guide them in the preparation of future concept notes.

1.2.2 Call for Applications and Evaluation

1.2.2.1 Call for Applications: Windows 1 - 4

Target:	To receive and evaluate at least a 156 applications for Windows 1 - 4 and submit successful ones to the SC.
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Following the approval of concept notes, applicants developed full proposals that they submitted for evaluation by the Secretariat. Each application was evaluated by two (2) independent evaluators and the threshold for passing through to the Steering Committee was 70/100. The Technical Evaluation was based on the following criteria:

- Relevance;
- Technical Quality;
- Sustainability;
- Cost effectiveness and
- Relationship between the Applicant and Action

In addition to the above criteria, the Secretariat also took into consideration (1) checking the past performance of applicants who already received support; (2) checking on applicants who might have had outstanding financial documents to submit (3) checking the extent to which applications are BSP-driven and (4) ensuring that advocacy issues raised are not duplicated.

The appointed evaluators would then submit their assessment to the Fund Manager who would carry a final evaluation and submit grant requests to the Steering Committee.

Under Window 1, the Secretariat approved 80 concept notes and invited the associations to submit their technical proposal. Out of the 80, the Secretariat received 67 technical proposals. After evaluation, 39 were accepted and submitted to the Steering Committee for approval, with three (3) put on hold because of incomplete application materials. The Steering Committee approved 32 for Due Diligence.

Under Window 2, the Secretariat approved 69 concept notes and invited the associations to submit their technical proposal. Out of the 69, the Secretariat received 58 technical proposals. After evaluation, 48 were accepted and submitted to the Steering Committee for approval, with two (2) being put on hold for incomplete application materials. The Steering Committee approved 41 for Due Diligence.

Under Window 3, the Secretariat approved 3 concept notes and invited the associations to submit their technical proposal. Out of the 3, the Secretariat received 3 technical proposals, which was successfully accepted and submitted to the Steering Committee for approval. The SC approved all 3 applications.

Under Window 4, the Secretariat approved 4 concept notes and invited the associations to submit their technical proposal. Out of the 4, the Secretariat received 3 technical proposals. After evaluation, two (2) were accepted and submitted to the Steering Committee for approval. The Steering Committee approved 2 for Due Diligence.

1.2.2.2 Call for Applications: Window 5

Target:	To receive and evaluate at least 100 applications for Window 5 and submit successful ones to the SC.
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A Call for applications was advertised in the newspapers, website and social media portal of the BUSAC Fund. The BUSAC Secretariat published an advert in the Daily Graphic, Business and Financial Times and the Fund's website. There was an extension of the deadline for additional one week to give more women associations an opportunity to apply after the BUSAC Secretariat made a presentation of the Window 5 facility at the Ghana Women Entrepreneurship Summit. Applicants were given the opportunity to submit applications via online platform or complete downloaded application forms and submit via email through bdapplications@busac.org

A duration of 3-weeks was given to applicants to enable them to complete the application forms for submission. By the closure of Call #2, the secretariat received 200 applications. Following a careful pre-screening, the Fund accepted 180 applications and proceeded with the evaluation.

Below are statistics of set target, applications received, applications assigned for evaluations and approvals by Steering Committees.

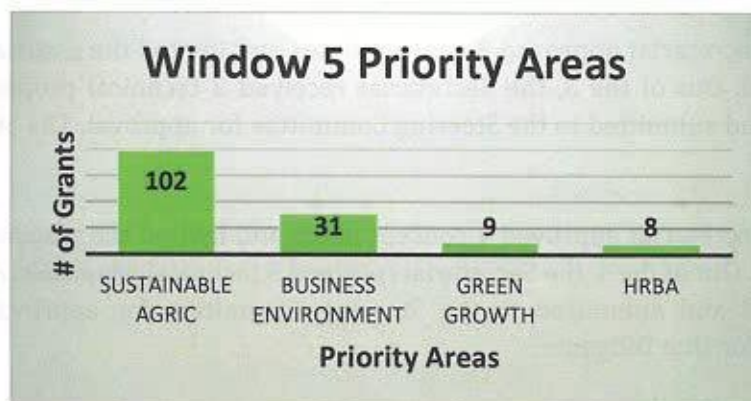
Table 2: Call #2 Window 5 applications

Window	Target 2018	Call #2 Applications Received	Screened Out	Assigned for Evaluation	Submitted to SC	Approved by SC
5	80	200	20	180	92	90

The Business Development Services component witnessed significant project implementation in terms of BUSAC Fund support to the private sector associations in Ghana. In total, 150 active grants received Steering Committee approval for implementations in 2018. The approvals are divided into two batches: In Call #1, 60 applications were approved of which 37 was in late 2017 and 23 in the

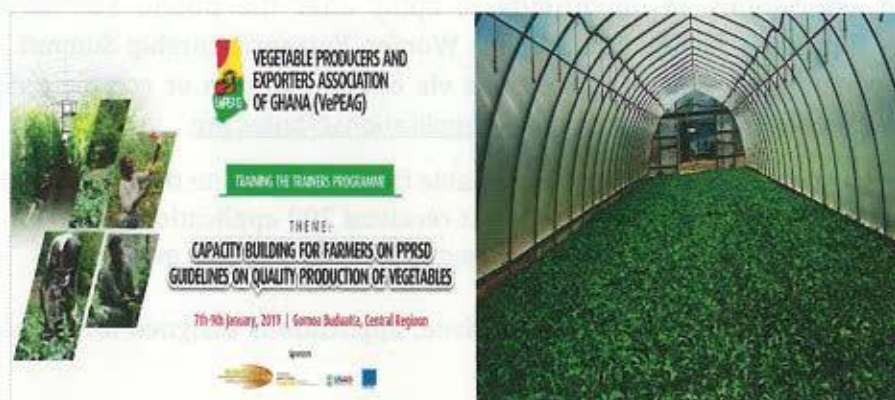
first quarter of 2018. The Steering Committee approved 90 applications for associations at national, regional and district across the 10 administrative regions of Ghana as Call #2 in 2018.

The approval of grants exceeded the target 131 for 2018. The training topics fall within the following priority areas:



Sustainable Agriculture has the highest grants as a lot more agribusiness associations expressed interest in the grants from the BUSAC Fund compared to the other priority areas. It is important to note that some trainings were geared toward trade related areas and standards.

For example, the Vegetable Producers and Exporters Association of Ghana received the grants and trained members on quality and requirement of the EU export market. This training was necessary as it came just after the ban on export of vegetable from Ghana to the EU market has been lifted. The training for the members of the association by the Vegetable Producers and Exporters Association came at the right time to improve the members' knowledge and skills to start exportation to the EU market.



The training of members of VEPAG and the training center-green house facility

1.2.2.3 Evaluation of Applications

Following the approval of concept notes, applicants developed full proposals that they submitted for evaluation by the Secretariat. Each application was evaluated by two independent evaluators and the threshold for passing through to the Steering Committee was 70/100. The Technical Evaluation was based on the following criteria:

- Relevance;
- Technical Quality;
- Sustainability;
- Cost effectiveness and

- Relationship between the Applicant and Action

In addition to the above criteria, the Secretariat also took into consideration (1) checking the past performance of applicants who already received support; (2) checking on grantee applicants who might have had outstanding financial documents to submit (3) checking the extent to which applications are BSP-driven and (4) ensuring that advocacy issues raised are not duplicated.

The appointed evaluators would then submit their assessment to the Fund Manager who would carry a final evaluation and submit grant requests to the Steering Committee.

Table 3: Windows 1 - 5 Applications Evaluated by BUSAC Fund

W #	Target	CN Approved	Applications Received/evaluated	Grant Requests submitted to SC	Grants Approved by SC
1	40	80	67	38	32
1RR	5	1	1	1	1
2	20	69	58	48	45
3	2	2	0	3	3
4	25	4	3	2	2
5	80		180	92	90
Total	172	156	309	184	173

1.2.3 Grant Approvals by the SC

In 2018, the Steering Committee of the BUSAC Fund approved a total of 173 grants worth 15,050,000 GHS or 20,317,500 DKK. These grants are to be implemented in the course of 2019-2020. Below is a table on the approvals by the Steering Committee distributed over the support windows:

Table 4: Overview of Call 2 budgeted amounts versus contract value of approved projects

2018	Target		Actual			
	Number of Grants Targeted	Work Plan Budget (GHS)	Actual Grants approved by SC	Approvals in value (GHS) (*)	% Total	BUSAC Share (GHS)
W1: District and community level advocacy actions	45	3,250,000	33	1,868,967	12%	1,682,070
W2: National Advocacy Grants	20	3,000,000	45	7,375,986	49%	5,900,789
W3 Public-Private Dialogue Platforms created	2	1,660,000	3	505,890	3%	505,890
W4: Post advocacy undertakings	25	2,500,000	2	225,428	1%	180,342

W5: PSO membership services	80	4,480,000	90	5,073,706	34%	4,058,965
Total number of Grants	172	14,890,000	173	15,049,977	99%	12,328,056

(*) Contract value includes BUSAC Fund and Grantee contributions.

Window 1 was expected to have the largest number of grants as the previous call had seen a strong demand for district and community level advocacy actions. However, the number of applications approved by the Steering Committee was far lower than the target set by the Secretariat. The reason might be because the Secretariat ensured that only applications meeting the criteria outlined in the Call for Proposals advert were presented. The grants within this window mainly addressed issues of cost of doing business, agriculture, women empowerment, and climate change resilience among others. The area of focus was mainly the northern regions of Ghana including the Ashanti and Brong Ahafo region.

From the table above, Window 2 grants constitute almost 50% of the value of commitments for the year 2018. The majority of the grants are allocated to Private Sector Organisations addressing issues at national level and seeking the intervention of sector Ministries, Cabinet and Parliament to address such challenges. Many of these applications are seeking the passage of draft bills into laws to enhance the business environment.

Window 5 constitutes the second largest grant support (in terms of volume). It enhances PSOs capacity to provide **Business Development Services (BDS)** in order to make these organisations sustainable by strengthening their relations with their members. The amount of support constitutes 34% of the total value of commitments.

The Secretariat continued to work with national apex bodies to set up Public Private Dialogue (PPD) Platforms. The Ministry of Trade and Industry (MoTI) expressed interest in working with the Secretariat in organising consultative workshops on the SME Policy.

In 2018, the Secretariat witnessed a plunge in the demand for Window 4 advocacy actions. This might be because Window 4 actions are cyclical and will follow the completion of Window 1 and 2 advocacy actions. The Secretariat expects that applications for this Window will increase during the next call for proposals.

Pending Grant Requests

The Secretariat currently has seventeen (17) Grants Requests pending approval by the Steering Committee. Below is the list of the 17 applications that have passed the Secretariat's evaluation:

Table 6 : Grant Requests Pending Approval by SC

No	Grant Id	Association Name	Advocacy Action	Window
1	31-2-025	Assi Western Region	Participatory Fee Fixing	W1
2	31-2-033	Dalung Youth Association	Advocacy For Access To Irrigation Machines And Pumps In Dalung	W1
3	31-2-035	Eastern Regional Grass cutter Farmers Association (ERGFA)	Advocacy For Fair And Easy Access To Extension Services And Inputs Distribution System To EGFA Members In The Eastern Region.	W1

No	Grant Id	Association Name	Advocacy Action	Window
4	31-2-038	Foundation For Community Empowerment Programme	Advocating The Enactment Of Bye-Laws To Curb Bush Fires	W1
5	31-2-061	Northern Region Farmers Association	Promoting The Enforcement Of Deforestation By Laws In Northern Region	W1
6	31-2-070	Professional Alliance For Development Actions	Reducing High Taxes On Local Businesses Through Effective Participation And Consultation During Fee Fixing Process In Wa Municipal Assembly	W1
7	31-2-079	Sene East Hair Dressers Association	Advocate For Inclusion Of Artisans During Fee Meeting By Kintampo Municipal To Increase Tax Revenue	W1
8	31-2-080	Sene Shea Butter Extraction Association(Ssea)	Protecting The Shea Trees From Indiscriminate Felling And Bushfires In Sene For Sustainable Livelihood	W1
9	31-2-085	Techiman Bar And Restaurant Association (T-Bara)	Involving Techiman Bar And Restaurant Association In Taking Decision On Fee Fixing Resolution Through Advocacy	W1
10	31-2-090	Tengzug Tinongtaaba Shea Women Association	Enactment Of Bye Laws To Control Charcoal Burning Activities	W1
11	31-2-113	Federation Of Ghanaian Jewelers Association-Western Region	Advocate For Pmmc To Provide An Enabling And Fair Gold Business Environment For All Stakeholders	W1
12	31-2-114	Oklu Nkwantia Vision Farmers Association (Onvfa)	Advocacy To Change Pumping System From Electricity To Solar Power At Weija Irrigation Site	W1
13	32-2-046	Ghana Society Of The Physically Disabled	Advocacy For The Enforcement Of The Accessibility Standards For The Built Environment In Ghana	W2
14	32-2-052	Ghana Youth Environmental Movement	Action to Scale-Up Plastic Recycling and Promote Sustainable Plastic Waste Management Solutions	W2
15	32-2-069	Progressive Beekeepers Association	Advocating For Regulation Of Honey Supply Chain At Busunya	W2
16	32-2-094	Ghana Industrial Trawlers Association (Gita)	Reducing Iuu Fishing In The Trawl Sector Through Self Compliance)	W2
17	34-2-008	International Chamber Of Commerce Ghana	Advocacy To Combat Piracy & Illicit Trade	W4

1.2.4 Pre-award Due Diligence & Financial Risk Assessment

Target:	To perform Due Diligence on all approved grants for Windows 1 - 4
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The Secretariat performed Due Diligence (DD) on approved applicants by the SC under Windows 1 - 4 only, since Window 5 is based on reimbursable and also because the due diligence is built into the technical application for Window 5. Applicants answer the DD questions when submitting their application for window 5.

The Secretariat conducted DD on 69 out of the 83 applications approved by the Steering Committee during the year. There were 13 applicants did not have DD conducted on them because they were beneficiaries under Call# 1 of BUSAC Phase III and the Ministry of Trade and Industry also did not have DD conducted on it as it is the Secretariat that was responsible for the expense of the workshops.

The DD exercise carried out on the 69 applicants saw 13 failures. The DD exercise noted the following areas of concern among these failed associations:

- Some associations could not justify their financial management capacity of implementing an advocacy action.
- Some associations were also not registered at all levels and may not have the capacity to engage the stakeholders.
- Some associations also had governance issues;
- Some of the advocacy actions were consultancy driven. Association members interviewed were not able to produce copies of the application material submitted to the Fund. The Secretariat sent an email to all the applicants that failed the DD exercise and highlighted the areas they failed. The applicants were informed to work on those areas and improve upon them after which the Secretariat will conduct another DD exercise to assess whether they can now manage a grant successfully.

The 56 applicants that passed the DD exercise and the 13 old applicants were assessed financially by the Secretariat based on their DD exercise (for new applicants) and Past Performance (for applicants who have received support from the Fund under the previous phases).

The contractual agreement with approved applicants was based on their financial risk assessment:

- Applicants rated "**Low Risk**": the contractual agreement was based on pre-financing activities by the Fund according to a provisional schedule of disbursement that is based on key milestones of the advocacy action.
- Applicants rated "**Medium Risk**" are required to pre-finance the implementation of their activities until their rating improves following regular monitoring. The risk rating will be undertaken after applicants report on expenditure on each tranche of disbursement. This means applicants classified as 'Medium Risk' are offered the opportunity to improve on their risk rating if they rectify the risks identified by the BUSAC Fund Secretariat.
- The Secretariat did not sign contracts with applicants rated "**High Risk.**" *These applicants were recommended to address* the issues raised adequately in the due diligence conducted by the Secretariat.

The distribution of applicants according to their financial risk assessment is as follows:

Table 7: Financial Risk assessment of Call #2 applicants

Financial Risk Assessment of Call #2 Approvals					
Window	# of Approvals	Low Risk	Medium Risk	High Risk	Other
1	33	22	5	6	
2	45	32	4	7	2
3	3	3			
4	2	2			
Total	83	59	9	13	2

The table shows that the majority of the 'High Risk' applicants were Window 2 applicants and they were distributed across the Ashanti, Brong Ahafo, Eastern, Northern and Volta Regions. All of the applicants were new grantees and might need some sensitization of BUSAC Fund's processes before they can access advocacy grants again. As stated above, the Secretariat sent an email to all the applicants that failed the DD exercise and highlighted the areas they failed. The applicants were informed to work on those areas and improve upon them after which the Secretariat will conduct another DD exercise to assess whether they can now manage a grant successfully.

With regard to the applicants that were rated 'High Risk' in Window 1, five (5) of the applicants were from the Brong Ahafo Region and the outstanding one (1) was in the Volta region.

The two (2) Window 2 applicants in the 'Other' column are:

1. Women In Tourism and Development
2. National Plastic Waste Management Program, Ghana

Women in Tourism and Development has not responded to the Secretariat's invitation to undertake the Due Diligence exercise. With regard to the National Plastic Management Program, the Secretariat wants to ensure that the action is not driven by executives seeking their interest rather than the collective good of the Plastic Waste Management Industry.

1.2.5 Contract award and signing

Target:	To sign contracts with targeted approved grants for Windows 1 - 5
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For Call #2, the Secretariat organized six (6) Contract Award Signing and Orientation Sessions for approved grants who passed DD successfully. At the contract signing, the assigned monitors to these associations were present. This served as an opportunity for the monitors to familiarize themselves with the grantees.

The Contract Award Signing and Orientation Sessions provided a detailed introduction to the BUSAC Fund Grant Operating Procedures, explaining the expectations of the Secretariat from the Grantees with regards to the implementation of the advocacy activities and the reporting on financial documents.

Grantees were also taken through the proper financial reporting procedures and templates to enable them familiarize themselves with the templates and understand their relevance concerning the implementation of the advocacy action.

The contract award signing and orientation sessions were organized in zones on the following dates:

- Southern Zone (Greater Accra, Western, Eastern, Central and Volta Regions): 25th September, 2018 and 14th November, 2018
- Middle Zone (Kumasi and Brong Ahafo Regions): 25th September, 2018 and 14th November, 2018
- Northern Zone (Northern, Upper East and Upper West Regions): 25th - 26th September, 2018 and 14th November, 2018

1.3 GRANTS MANAGEMENT – PROJECT IMPLEMENTATION PROGRESS

Grant Implementation Phase in general includes the following steps:

1. Training
2. Research
3. Sensitization
4. Media Mobilisation
5. Stakeholders' Workshop
6. Dialogue and
7. Post-dialogue

The Grant Implementation Phase for business advocacy projects consists of the following steps:

1. **Training:** Training consists of a four-day advocacy training (Why and How to Advocate) to enable Grantees understand the advocacy process and acquire the advocacy skills needed to enable them successfully dialogue with duty bearers. This training is particularly relevant to grantees under Windows 1 and 2. Another training required is the Financial Management Training to enhance the capacity of the participants to keep sound financial records and reporting.
2. **Research:** As an integral part of the advocacy action, grantees of the Fund conduct research in order to understand the advocacy challenges and develop evidence-based position papers.
3. **Sensitization:** From the findings of their research and position papers, grantees then organize sensitization workshops to enlighten their own members about: (1) the nature of their problem and (2) the intension to persuade duty bearers to respond to their advocacy action.
4. **Media Mobilization:** Grantees use both print and electronic media to publicize their issues in order to galvanize public support for their action and put gentle pressure on duty bearers to respond to their demands. This stage of the advocacy action is relevant to all grantees, except Window 5 grantees.
5. **Stakeholders' Workshop:** The stakeholders' workshop gives the grantee the opportunity to interact with all relevant stakeholders in order to seek their input and support for the advocacy action. The workshop also affords duty bearers the opportunity to understand the issues as presented by the Grantee.
6. **Dialogue:** By presenting the research inputs in the form of position papers, grantees engage relevant public sector officials/duty bearers in discussions and attempt to persuade the duty bearers to respond to their advocacy action. The findings of the research and inputs from all stakeholders are presented to duty bearers in the form of position papers.

7. **Post-Dialogue:** Following the dialogue stage, grantees follow-up on duty bearers to ensure that agreed promises and timelines were honoured as planned.

1.3.1 Grant Support Overview

Window 1: District and Community Level Advocacy Actions

Support to **District and Community advocacy issues (Window 1)** constitutes less than 15% of the total value committed. The grants within this window mainly addressed issues of cost of doing business, agriculture, women empowerment and climate change resilience among others. The area of focus was mainly in the Northern region.

Windows 2, 3 and 4: National Advocacy Issues

In 2018, the support to **strategic national issues (Windows 2, 3 and 4)**, in line with the engagement document and recommendations by the Mid-Term Review constituted almost 50% of the value of commitments for the year 2018 (approx. GHS 8 million). The majority of the grants were allocated to Private Sector Organisations addressing issues at national level and seeking the intervention of sector Ministries, Cabinet and Parliament to address such challenges. Many of these applications are seeking the passage of draft bills into laws to enhance the business environment.

The National issues covered include:

- Implementation of the Trade Facilitation Agreement to encourage Government to enforce Advanced Ruling measures (TFA Article 3.1) which is seen as the trade facilitation measure with the highest impact and would reduce the number of stamps and signatures at the border and the repeated interactions with different border officials.
- Evidence based researching on Local Content in Ghana to bring up the discussion at national level.
- Addressing plastic waste management and policies and developing effective recycling initiatives in collaboration with major private sector enterprises in Ghana.
- Advocating the adoption of the Ghana Bio-energy Policy that calls for private sector participation in the bio-fuel industry;
- SME Policy development with MoTI in organising nationwide stakeholders' engagements and assisting the Ministry in the transformation process of NBSSI into an authority.
- Public Private Dialogue Platform on Construction Legislation including AGI and 15 key private associations, the Ministry of Works and Housing and Ministry of Roads and Highways to improve construction sector policy making.
- Adoption of the draft National Occupational Safety and Health policy and activating the process to ratify ILO Convention 155 which calls for a coherent national occupational safety and health policy.
- Conduct a survey to evaluate the labour skills needed in the manufacturing sector to speed up Ghana's industrialization drive. The survey results will promote coordination between the academic, technical and vocational institutions in the country.
- Engage with Ghana Employers Association and the Ministry of Labour and Employment Relations to validate and launch the roadmap that will help transition most of the firms in the informal sector to the formal sector.
- Advocate the decentralization of the functions of the Lands Commission to facilitate land acquisition and adequate registration system that allows easy access to verify land ownership. This paves the way for decentralisation and is in line with the GOG priorities.

Window 5: PSO Membership Services

This window constitutes the second largest Grant support (in terms of volume). It enhances PSOs capacity to provide **Business Development Services – BDS** in order to make these organisations sustainable by strengthening their relations with their members. The amount of support constitutes 34% of the total value of commitments (approx. GHS 5 million). Topics focused on Climate change resilience, Productivity in agro business sector through training on improved technologies and management practices. In 2018, grants awarded spread across the 10 administrative regions. However, there is a large concentration of grants in the northern part of Ghana and the Brong Ahafo Region.

To ensure the sustainability of the advisory services nationwide, support was extended to NBSSI to enhance their advisory capacity on SMEs through the existing Business Resource Centres. This is highly recognised by MoTI as it fits well into their SME Policy and One District One Factory Policy.

1.3.2 Overall Status of Grants End December 2018

The following section provides an implementation status by end of 2018 on the grants approved up to date.

Table 8: Progress of Grants by activity

	Contracts Signed	Completed	Training	Research	Sensitisation	Media	Stakeholders	Dialogue	Window 5 on-going	Discontinued
Call 1										
Window 1	40	7		1	3	3	3	20		3
Window1R*	10	7		1			1			1
Window 2	25	2		2	5	4	7	5		
Window 3	1						1			
Window 4**	29	3			4	5	4	12		1
Window 5	60	60								
Total Call 1	165	79	0	4	12	12	16	37	0	5
Total Call 1 %		48%	0%	2%	7%	7%	10%	22%	0%	3%
Call 2										
Window 1	25		18	7						
Window1R	1						1			
Window 2	32		13	19						
Window 3	2					1	1			
Window 4	1			1						
Window 5	90	38							52	
Total Call 2	151	38	31	27	0	1	2	0	52	0
Total call 2 %		25%	21%	18%	0%	1%	1%	0%	34%	0%
Total	316	117	31	31	12	13	18	37	52	5
Total in %		37%	10%	10%	4%	4%	6%	12%	16%	2%

(*) ASSFIN is yet to pay its matching contribution for research activities

(**) GFD's advocacy action recently started as the National Council on Persons with Disabilities was formed in 2018

Table 8 shows the progress on activities of both Calls #1 and 2 Advocacy Actions over the year. For Call #1, 79 grants representing approximately 48% have completed their activities. These include all the Business Development Services (BDS) grants awarded in late 2017 and early 2018. The BDS

grants have a shorter duration and thus grantees are able to complete the training within four (4) months.

Business advocacy grants have a longer duration and their implementation is usually over a year. As indicated in the table above, 39% of Call #1 grants are in the media, stakeholders' workshop and dialogue stages of their activities. The Secretariat expects that by the end of the 1st quarter of 2019 most of the grants in the dialogue stages would have ended their advocacy actions.

For Call #2, the business advocacy grants started with their training and as of December 2018, 18% had completed their training activities and moved to the research stage. The Secretariat expects grantees to progress smoothly with their implementation avoiding the challenges with financial reporting that confronted majority of the Call #1 grantees. In the case of Window 5, 38 out of 90 BDS grants have completed their training. The remaining 52 are on track to complete their training by the end of the 1st quarter of 2019.

Table 9: Status of Grant implementation by windows

	Grants Approved	Failed DD	Contracts yet to sign	Contracts Signed	On-time	Slight deviation	Major deviation	Discontinued	Completed
Call 1									
Window 1	41	1	0	40	21	6	3	3	7
Window1R*	10	0	0	10	2			1	7
Window 2	27	2	0	25	9	12	2		2
Window 3	1	0	0	1	1				0
Window 4	33	4	0	29	19	6		1	3
Window 5	60	0	0	60					60
Total Call 1	172	7	0	165	52	24	5	5	79
Percentage				100%	32%	14%	3%	3%	48%
Call 2									
Window 1	32	6	1	25	25				
Window1R	1	0	0	1	1				
Window 2	45	7	6	32	32				
Window 3	2	0	0	2		2			
Window 4	2	0	1	1		1			
Window 5	90	0	0	90	52				38
Total Call 2	172	13	8	151	110	3	0	0	38
Percentage				100%	73%	2%	0%	0%	25%
Total Call 1&2	344	20	8	316	162	29	5	5	117
Percentage				100%	51%	9%	2%	2%	37%

Green: Implementation on course

Yellow: implementation slightly behind schedule (up to 3 months)

Red: implementation strongly delayed requiring FMU follow up and intervene (more than 3 months)

The above table shows the status of activities in terms of its timely implementation. It shows that 48% of approved Call #1 Advocacy Actions; equivalent to seventy-nine (79) grants have been completed and these are mainly Rapid Response Facilities, some Windows 1, 2 and 4 advocacy grants, and Window 5 (BDS) grants.

Secondly, 32% of total grants are on time with regard to their implementation. The Secretariat's main concern is on grants in the 'Slight' and 'Major' Deviation categories since this means the duration of the advocacy action might be extended.

As observed from the above table, 15% of Call #1 grantees are in the 'Slight' Deviation category and this could be attributed to the rigorous process of verification of financial documentation for the affected grantees. The submitted financial returns are reviewed twice by the Finance Assistant and Grants Officer respectively to ensure that all the documentation submitted are eligible expenses incurred. If any particular financial return does not meet the eligibility criteria, the Grantee is requested to address the query raised through the provision of additional supporting documentation. Until every query is addressed, funds are not disbursed to the grantees. Unfortunately, this has been the case with majority of the grantees within the 'Slight' Deviation category.

Some of the grantees in the 'Slight' Deviation category are the Family Tradition Fish Smokers Association (FTFSA), Ananore Dry Season Farmers Association (ADSFA), Ghana Progressive Hotels Association (GHAPROHA - Tema), Ghana Federation of Agriculture Producers (GFAP) and National Reuse and Recyclers Association (NARRA) and others. Majority of the grantees in the 'Slight' Deviation category spent a significant amount of time on their Media and Stakeholders' Workshop activities and in the case of FTFSA, the grantee is pre-financing their advocacy action as such delayed in undertaking activities due to their cash flow challenges.

Grantees in the 'Strong' Deviation category call for extra attention from the Secretariat. Most of the grants within this category should have progressed further in their implementation than their current status especially the Window 2 grantees. Environmental Service Providers Association (ESPA) has been very slow in implementing the advocacy action whilst Audio-visual Rights Society of Ghana (ARSOG) delayed in paying their matching contribution. This delayed the start of their advocacy actions with the 'Why and How to Advocate' training taking place in late October 2018.

As noted in the table above, five (5) Call #1 grants have been discontinued:

1. Vortuame Battor Community Farmers Association (#31-214 VBCFA) was not consistent and forth coming in reporting on financial expenses of activities carried out;
2. Tour Operators Union of Ghana Volta Region (#31-128 TOUGHHA - VR) submitted financials documents and reports that were not in accordance with the Secretariat's financial eligibility guidelines hence the grant was entirely refunded.
3. For Odupong Kpehe Market Retailers Association (#31-208 OKMRA), the Executives had communication challenges with their members as the members had a view that funds from the BUSAC Fund was meant for the construction of a market rather than to advocate to duty bearers to construct the market;
4. The European Business Organisation (#31-243 EBO) was not able to satisfactorily implement the advocacy action activities and delayed in reporting to the Secretariat on the status of the action and the funds transferred to the association; and
5. Health Insurance Service Providers Association of Ghana (#34-052 HISPAG) was also not consistent and forth coming in reporting on financial expenses of activities carried out. Relentless contacts with the Management have not resulted in any progress or refund of an outstanding **GHS 25,486.90** claimed by the Secretariat and therefore, an incidence report was submitted to Danida.

With regard to Call #2, there are only three (3) grants in the slight deviation category; two (2) grants in the Window 3 and one (1) grant under Window 4. The Association of Ghana Industries (AGI) signed

the contract for the Public Private Dialogue (PPD) Platform and the Secretariat proposed to assist the association with a media launch but unfortunately, the association did not respond to the offer on time.

The Black Star International Film Institute ongoing PPD action has progressed as quickly as hoped for by the Secretariat. The association is yet to engage the public sector on the policies it would like to implement in the film industry.

The Ghana Employers Association (GEA) is yet to pay its matching contribution for the grant as such it has not started its activities.

1.3.3 Grants Approved in 2018

1.3.3.1 District and Community Advocacy Grants

In the 2018 Annual Work Plan, the Secretariat targeted twenty (20) Window 1 applications for the first half of year 2018. By the end of the second quarter, the Steering Committee approved three (3) Window 1 applications. The total number of approved Window 1 Grantees as at the end of the 1st half year was 39 for Call #1. The advocacy actions by these grantees were on areas such as law/policy enactment, land use rights, women economic empowerment, disability rights among others. Some grantees also had actions that sought to address challenges related to agriculture such as market access, trade, climate change resilience and cost of doing business.

Out of the 39 Call # 1 grants, three (3) grantees have been able to complete their advocacy actions. The grantees advocacy actions sought to address challenges related to access to irrigation facilities, protection of the environment and participation in fee fixing. All three (3) grantees partially achieved their objectives, as the public sector is yet to implement the recommendations. The associations will have to follow up on the various public sector agencies to ensure that the actions achieve the desired results they seek.

During the course of the year, the Secretariat discontinued two (2) advocacy actions for the following reasons:

1. Vortuame Battor Community Farmers Association (#31-214 VBCFA) was not consistent and forth coming in reporting on financial expenses on activities carried out; and
2. Odupong Kpehe Market Retailers Association (#31-208 OKMRA):the Executives had communication challenges with their members as the members had a view that funds from the BUSAC Fund was meant for the construction of a market rather than to advocate to duty bearers to construct the market.

The Volta Regional Tour Operators Union of Ghana in June 2018 informed the Secretariat that it wanted to terminate the advocacy action due to its inability to undertake the action and report on it satisfactorily. The Secretariat agreed with the grantee to refund the disbursed amount less the grantee 10% contribution of Thirteen Million Seven Five Thousand and Twenty Five Ghana Cedis (GH¢ 13,075.25). The grantee refunded the amount in October 2018.

Based on the progress of grant activities, thirty (30) Window 1 Grantees have submitted 'No Cost Extension' letters to the Secretariat to extend the contract duration to June 2019. The reasons for these extension letters ranged from the slow disbursement rate from the Secretariat to the inability of Grantees to secure meeting time with public sector duty bearers.

The Secretariat is working on ensuring that all grants are closed by the end of June 2019.

Rapid Response Window Grants

The SC as of December 2018 approved five (5) Rapid Response Applications. Four (4) out of the five (5) applications were approved during the 1st half of 2018 as part of Call #1 grants, with the fifth (5th) application being approved as part of Call #2 grants in October 2018.

Table 10: List of Rapid Response Grants approved in 2018

APPLICANT ID	APPLICANT	Call
31-237 ASSFIN	Association of Financial NGOs	1
31-243 EBO	European Business Organization Ghana	1
31-247 GIMPA	Ghana Institute of Management and Public Administration	1
31-248 ABCDE	African Business Centre for Developing Education	1
31-249 ICEG	Institute of Chartered Economist Ghana	2

The African Business Centre for Developing Education (#31-248 ABCDE) and the Institute of Chartered Economist Ghana (#31-249 ICEG) are the grantees with actions ongoing.

The Association of Financial NGOs (#31-237 ASSFIN) have not paid their contribution yet and subsequent notices to them have not yielded any results. The Secretariat has informed the Grantee that the contract will be cancelled if the matching contribution is not paid by the end of February 2019.

Towards the end of the year, the Secretariat informed the European Business Organisation (#31-243 EBO) that it is discontinuing the project based on the following reasons:

1. Unsatisfactory implementation of the advocacy action activities and
2. Delays in reporting to the Secretariat on the status of the action and the funds transferred.

The Ghana Institute of Management and Public Administration (GIMPA) in late 2018 requested that its Rapid Response grant be changed to Window 1 because the association will need more time and resources to tackle the advocacy issue. The Steering Committee (SC) approved the request in October 2018.

1.3.3.2 Window 2: National Business Advocacy Grants

During the 1st half of the year, the Steering Committee approved seven (7) applications under Window 2. Contracts have been signed with six (6) of the approved applicants. One (1) applicant failed the Due Diligence exercise. The total number of grantees approved under Window 2 under Call #1 stood at 25 at the end of the 1st quarter of 2018.

Out of the 25 approved grants, the Council of Indigenous Business Associations (#32-015 CIBA) and Vision World Network (#32-021 VWN) have completed their advocacy actions. CIBA was unable to get Government to pass the new rent law, as the public sector was slow in responding to the issue presented by the association. VWN, on the other hand, was able to get government to commit to the compilation and certification of Palm Oil farmers, Processors and Traders.

Vision World Network agreed with the public sector on the following actions:

- Food Research of CSIR will visit the Offoase District;
- MoFA will coordinate with the processors of palm oil prior to the visit;
- Processors will be sensitized and encouraged by MoFA/District Assembly to produce good quality oil to feed into Government's policy on "planting for export";
- A presentation of the compilation and certification process will be made to processors by the end of January 2019.

Farmers/processors conforming to standards will be monitored by self-constituted working groups consisting of:

- Assemblyman of Offoase;
- Environmental Health Directorate;
- Health Service personnel and
- Planning office and a Representative from processors.

The 23 outstanding grants are at various stages of the advocacy process. Aside the six (6) applications which was approved and signed in the 1st quarter of 2018, the remaining 17 grants are scheduled to be completed by June 2019. The grantees have all submitted 'No Cost Extension' letters requesting an extension of the contract between BUSAC Fund and the association. The 'No Cost Extension' letters from these apex associations have become necessary, as the public sector has been slow in responding to advocacy issues raised by grantees. This challenge has slowed the advocacy actions by grantees.

The advocacy actions pertain to policy and regulations changes and cost of doing business reforms.

1.3.3.3 Window 3: Support to Public-Private dialogue (PPD)

The Window 3 facility aims at speeding business reform processes and enhancing the business environment through the facilitation of the private sector's collaboration with relevant Government Ministries, Departments and Agencies.

The PPD platforms to be created may take the form of permanent or ad hoc platforms centered on sector-specific or economy-wide issues relevant to the Ghanaian business environment. In addition, the Fund may identify key strategic issues that would be subject to research.

a) PPD actions

i. Association of Ghana Industries (AGI) - Construction Sector

In Call #1, the Secretariat had approved the Association of Ghana Industries (AGI) Construction Sector to set up a PPD Platform with 15 key private associations, the Ministry of Works and Housing and Ministry of Roads and Highways to improve the construction industry. During the year, the PPD met four (4) times and have set up five (5) working groups to address challenges in the following areas:

1. Public Policy and Regulation;
2. Local Materials and Technology;
3. Public Procurement and Local Content;
4. Services Quality and Performance Management and
5. Education, Training and Research.

The objectives of the working group are outlined below:

WORKING GROUP	OBJECTIVES ASSIGNED
Public policy and Regulation	Speed up the built environment and construction sector reforms, by offering a structured, participatory, and inclusive approach to construction policy-making Enhance the business environment for greater productivity in the built environment and construction industry Promote the importance of good institutional and regulatory governance in the built environment and construction sector
Local Materials and Technology	Promote quality delivery of the built environment and construction industry products Promote the adherence to sound health, safety and environmentally friendly practices in the construction industry
Public procurement and Local Content	Promote transparency and efficiency in public procurement
Services Quality and Performance Management	Promote quality delivery of the built environment and construction industry products Promote adherence to sustainable principles in the delivery of built environment infrastructure and services
Education, Training and Research	Provide a platform to bridge the gap between research and practice in the built environment and construction sector

Through the PPD Platform, the association has been able to set up a seminar series where they educate the public on issues within the construction sector. The seminars are held once every quarter.

a) Public Private Dialogue Platforms

Under the Public-Private-Dialogue Window, the Steering Committee has approved 2 PPDs:

1. **The Black Star International Film Institute** under the Tourism and Creative Arts Sector: The PPD will serve as a consortium that throws light on issues that have stifled the vibrant film industry in Ghana. It will bring the players to the table to identify and make relevant and timely suggestions; propose realistic interventions that may be actioned immediately by Government and to keep the players aware and present developments to strategize on the way forward.

The association has so far held a symposium with stakeholders both at the Presidency and Ministerial levels to officially launch the PPD platform as well as work with the stakeholders to develop a strategic road map to serve as a guide on the expected outputs as the grantee works to reignite the film industry in the country. The PPD Platform presently includes twenty (20) executives from stakeholders in the entertainment industry.

2. **The Association of Ghana Industries (AGI)** for Industry. The association is yet to sign the contract as it is awaiting a letter of interest from its public sector counterpart to be presented to the BUSAC Fund to complete its contract documentation.

3. **SME POLICY – MOTI**

In partnership with the Ministry of Trade and Industry, the Secretariat organized series of consultative workshops aiming at validating a draft National MSME Policy. The National MSME Policy aims at promoting the development of draft National Micro, Small and Medium Enterprise (MSME) Policy, which is part of government's ten-point thematic agenda for the industrial transformation of Ghana's economy. The MSME Policy seeks to provide the administrative, regulatory, institutional and legal framework to stimulate the growth and development of the MSME sector.

Three consultative workshops were organized inviting stakeholders within Ghana's business sector to collate inputs to enhance the draft MSME Policy for Ghana in Accra, Kumasi and Tamale. Following the three regional consultative workshops, the Secretariat also organized a final validation workshop in Accra.

While participants engaged in detailed discussions on the various segments of the draft policy at the consultative workshop, one of the key issues that clearly stood out was the challenge of access to credit for Ghanaian MSMEs. Participants were of the view that high loan default rate among MSMEs, coupled with the difficulty in tracing defaulting SMEs, was the main reason behind their inability to access credit. Currently Ghana does not have such a policy to provide a clear direction and coordination of efforts to accelerate the development of the sector and the economy as a whole.

4. **Private Sector Working Group (PSWG)** the Secretariat is also serving as a host to the Private Sector Working Group co-chaired by the Minister of Trade and Industry and United States Agency for International Development (USAID) representing the Development Partners.

The Private Sector Working Group (PSWG) provides a forum for dialogue by bringing together MDA's and Development Partner representatives involved in a specific policy sector. SWG dialogue spans strategic planning, performance monitoring, and implementation of sector strategies and agreements.

During the year, the Secretariat hosted four (4) meetings including one with representatives of private sector on June 1, 2018 at the Alisa Hotel, Ridge. The Secretariat also hosted a business lunch at the end of the year for the PSWG. The Deputy Minister of Trade and Industry, Robert Ahomka-Lindsay participated in all five (5) PSWG meetings.

The meetings highlighted the work of government in agriculture and industrial transformation. The Deputy Minister stated that due to the government's planting for food and jobs programme, the country did not import a single grain of maize during the year.

Under the industrial transformation agenda, government presented the following incentives to Cabinet for approval to support companies under the 'One District-One Factory' initiative. The incentives include:

- Removal of duty on machinery imported into the country;
- Subsidizing the interest rate for companies;
- Providing a guarantee scheme for companies; and
- Removal of duty on raw materials that are not available in the country for companies under the 'One District-One Factory'.

The Deputy Minister also stated that 100,000 graduates are being trained by Government and to be placed under the Nation Builders Programme. The graduates will be under any of the following programmes:

- Educate Ghana;
- Heal Ghana;
- Feed Ghana;
- Revenue Ghana;
- Digitise Ghana;
- Civic Ghana and
- Enterprise Ghana

b) Research Studies

The Secretariat signed a contract with IMANI Ghana, a Policy Think-tank to conduct a study on local content titled, "Is Ghana Ready for More Local Content? Lessons from eight (8) Comparator Countries in five (5) Economic Sectors". The objective of the research is to extricate key thematic issues that hamper the achievement of local content objectives and to tease out lessons for Ghana.

The study concludes that the impulse to institute local content policies for multiple sectors of Ghana's economy needs to be checked in order to avoid hasty implementation of half-baked policies whose consequences may be dire for the economy in the long term. It recommended that policy makers take cognizance of the need to ascertain the existence of adequate capacity that can converge with local participation requirements before such requirements are set. There is also the need for a long-term development strategy that will streamline the application of local content in order to mitigate uncertainties for foreign investors.

The draft study was shared with the Development Partners for their comments and inputs. The Secretariat will be working together with IMANI Ghana and coordinating with Development Partners to launch this study and host high-level policy dialogue sessions on the subject matter in September 2018.

1.3.3.4 Window 4: Post-Advocacy Facility

The Secretariat had a total of twenty (25) Window 4 advocacy actions from Call #1 ongoing at the beginning of the year. During the 1st quarter of 2018, four (4) post advocacy actions were approved by the Steering Committee. The approved actions were in relation to policy and regulation changes with regard to the business environment.

Out of the 29 advocacy actions, the Ghana Association of Medical Laboratory Scientists (#34-012 GAMLS) and Council of Indigenous Business Associations (#34-046 CIBA) have completed their advocacy actions. Unfortunately, the response from the public sector has been slow as such both were not able to achieve the results they sought.

However, there are some on-going grants that the Secretariat expects to see positive results in 2019. The following drafts bills are expected to be presented to Parliament for passage in 2019:

- Competition Policy & Law;
- Law on insolvency;

- Advertising Bill and
- Environmental Fiscal Reform

The above draft bills are being championed by CUTS Accra, the Ghana Association of Restructuring Advisors (GARIA), Advertising Association of Ghana (AAG) and the Environmental Service Providers Association (ESPA) respectively.

The Secretariat during the year also had to cancel the grant awarded to Health Insurance Service Providers Association of Ghana (#34-052 HISPAG) due to the Association's inability to account for the disbursed funds. The association has been requested to refund GH¢ 25,486.90 to the Secretariat.

1.3.3.5 Window 5:

The Window 5 is implemented on a reimbursement model, where grantee will have to pre-finance and reimburse 80% of all eligible receipts. Grantees do not have to pay the 20% matching grant but will use that amount to start the implementation and reimburse after submission of eligible financial documentation. Implementation duration for Window 5 grants ranges between 1 and 4 months.

Table 11: Status on Progress of Window 5 Grants

Grants Awarded	Completed	On-going
150	98	52

One hundred and fifty (150) grants were awarded in 2018. The approvals were done in batches for which the last approval was done in November 2018. Ninety eight (98) grantees have completed the implementation of their training action. 52 grantees have submitted reports on some aspects of the training but the trainings are not fully completed. It is expected that all Call #2 trainings will be completed by end of March 2019.

1.3 CAPACITY BUILDING/ENHANCEMENT ACTIVITIES

In 2018, training and capacity enhancement activities were organized for relevant BUSAC Fund stakeholders including newly approved Grantees, Trainers, Monitors and staff of the Secretariat.

1.3.1 "Why and How to Advocate"

It is the policy of the Secretariat to deliver a 4-day training on 'Why and How to Advocate' to every new grantee that requires it to enhance its chances of success during implementation. During the 1st half year, the Secretariat organized and supervised the delivery of 3 training sessions on "Why and How to Advocate" with each session having a maximum of 30 participants.

The "Why and How to Advocate" training programme are delivered very early in the process to build and/or enhance the capacity of grantee members in the skills and process of structured evidence-based advocacy to increase their chances of success during implementation of their advocacy projects.

The BUSAC Fund Secretariat organized the training sessions as it had done in 2017 by bundling grantees together taking into consideration the following:

1. Common native language spoken;
2. Related advocacy issues and
3. Location of Grantees.

Grantees were asked to present only members of the association that will be fully involved in the project. This was to ensure that executives of the association are knowledgeable in the process of advocacy and can follow through to ensure the success of the advocacy.

There were cases where grantees requested to be trained on their own as executives of the association were of the view that the training will benefit majority of their members and also they would want to involve as many members as possible in the advocacy.

Kindly refer to Appendix 1 for details related to grantees that participated in the "Why and How to Advocate" training sessions.

Training of Trainers: Women empowerment

The Secretariat organized a one-day Training of Trainers Workshop for all BUSAC accredited trainers. The objective of the training was to equip the BUSAC accredited trainers with the required knowledge needed to create awareness amongst the BUSAC grantees on the importance of gender-sensitivity in associations and women empowerment in business advocacy.

The training has been incorporated as a module in the "Why and How to Advocate Training," organized for new BUSAC Fund Grantees.

The training was organized into two sessions: one in Accra on 11 April 2018 for 19 participants including six (6) BUSAC Fund staff and the second for Trainers from the northern regions, which was held in Tamale on 13 April 2018 for nine (9) trainers. The BUSAC Fund Secretariat also monitored both training sessions.

Both training programmes brought to light the perceptions that trainers had in relation to gender sensitive issues that are geared towards business development.

1.3.2 Financial Management Training of PSOs

Financial Management Training was introduced by the BUSAC Fund as a contribution to building the financial capacity of the leadership of the PSOs to effectively manage their associations to meet the aspirations and needs of their members.

Over the course of the year, the module was applied to the pool of trainers assigned to train grantees as well as monitors responsible for the checking on the grantees' financial and activity reports. The Financial Management Training modules are applied to approve grantees throughout BUSAC III.

1.3.2.1 Developing a Financial Management Training Module

Accounting and reporting are critical areas hence the Secretariat needs all grantees to accurately and consistently report on once funds are disbursed for the implementation of their actions.

The audit of Phase II by the European Union (EU) has also brought to light certain requirements that would have to be fulfilled by grantees. The Secretariat has therefore integrated these requirements in its financial processes and it is important that grantees learn about these requirements and start adhering to them in their reporting.

A lead trainer was engaged to develop the two (2) modules: Trainer's package and Grantee's package. The training module on Financial Management was developed in April 2018 with the Trainer working closely with the BUSAC Fund Secretariat to ensure that the financial procedures and requirements took into consideration the recommendations made by the EU audit.

The module was based on Experiential Learning Methodology to get the participants to simulate real work situations, shared experiences and lessons.

The methodology consists of:

- Structured Learning Experiences (SLE);
- Simulation;
- Case studies;
- Lectures and
- Group work.

The group work was necessary in the delivery of the modules as it was to provide participants with the opportunity to engage in Project Financial Management.

1.3.2.2 Training of Trainers

The Secretariat also organized a two-day Training of Trainers (ToT) session for BUSAC accredited Trainers, Monitors and staff of the Secretariat. The objective of the training was to enable BUSAC Fund trainers to train PSO's to understand and prepare project financial accounting and reporting to meet the demands of the BUSAC Fund. The training also gave the opportunity to Monitors to understand the requirements from BUSAC with regard to financial reporting.

The first training was held for Trainers and Monitors based in the southern sector of the country in Accra on May 2 – 3, 2018, and the second for Trainers and Monitors based in the northern sector of the country in Tamale on May 8 – 9, 2018. For the Accra workshop, a total of 27 participants were present comprising 18 Trainers and Monitors and the BUSAC Fund staff. In Tamale, 11 Trainers and Monitors participated at the training programme.

An interesting aspect of the training was in the coaching session during which participants were grouped into four (4) and assigned a case story and getting hands-on experience on how to prepare the source documents including invoices, receipts, payment vouchers, cashbooks and reconciliation. Each group was required to select a chairperson, treasurer, researcher and trainer to make the exercise more realistic. The exercise enabled the Monitors to observe the critical mistakes that Grantees make when preparing source documents.

1.3.2.3 Training Grantees in Financial Management

The objective of the training was to enhance the understanding of grantees and equip them with the requisite skills to prepare project financial accounting to meet the demands of the BUSAC Fund Secretariat.

The specific objectives of the training were:

- To ensure that grantees apply seriousness to the preparation of source documents when planning and using funds received for the implementation of projects; and
- To ensure that grantees spend based on budget items and amounts.

The grouping of Trainees attendants were done taking into consideration (1) Common native language spoken; (2) Location of Grantees and (3) related advocacy issues; the size of the training groups would not exceed 20 participants.

After the completion of the Training of Trainers (ToT) programme, the Secretariat assigned a total of 106 Grantees to eleven (11) pairs of Trainers to conduct the Financial Management Training.

Each training session consisted of a maximum of 5 representatives from 4 – 5 PSOs including:

1. the chairperson;
2. the executive Secretary;
3. the financial Secretary;
4. the accountant and
5. a Board Member/Member of the Implementation Committee.

During the 1st half of 2018, the Secretariat trained 23 Grantees out of 106. One (1) Grantee (Advertising Association of Ghana) could not participate in the training programmes. The Secretariat therefore scheduled its training to be conducted when the Call 2 grantees were to be trained.

The training sessions were assigned to Grantees in beginning of May and the Secretariat planned on training all 106 Grantees before the end of June 2018. However, there were challenges related to getting confirmation on hotel rooms and conference facilities by some of the trainers. It appeared that some of the invoices submitted were above the budget allocated for the training and therefore the Secretariat had to intervene to make the reservations on its own.

In the 2nd half of 2018, 83 grantees from Call 1 were trained in the months of July and August.

After signing contracts with Call 2 grantees, the Secretariat assigned 30 Call 2 grantees and one (1) Call 1 grantee to seven (7) pairs of trainers. The training took place in the months of October and November 2018. Kindly refer to Appendix 1 for further details on Call 1 grantees that have participated in "Financial Management" training sessions.

The Secretariat had noticed an improvement in the financial reporting by Grantees especially that that benefitted from the financial management training. This will assist in speeding up the disbursement rate for the Grantees during Call 2. Kindly refer to Appendix 1 for further details on Call 2 grantees that have participated in "Financial Management" training sessions.

1.3.3 Training of PSOs on Parliamentary Process

Target:	Grantees from Windows 2 and 4 will be offered this type training as they are engaging policy and lawmakers in order to achieve their advocacy results. Training will be undertaken as and when it is deemed necessary and appropriate.
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Lessons learnt from BUSAC Phases I and II indicate that many grantees typically get stuck in the dialogue and post dialogue stages of the advocacy action. This is especially the case for grantees that have their actions primarily targeting Ministries and District Assemblies and the parliamentary select committees. Reviews of challenges at the dialogue stage have identified poor knowledge and skills of grantees as a critical weakness affecting the effectiveness of advocacy actions undertaken by PSOs and CSOs.

To address these weaknesses, the Secretariat organizes capacity-building programmes specifically targeting grantees seeking to influence legislation and/or policy in Parliament. The training session features highly interactive sessions that enhances participants' understanding of the policy/bill cycle in Parliament, giving them a deeper insight into how to effectively engage Parliamentarians to ensure the successful passage of bills/policies.

During the first half year, the Secretariat trained two (2) Window 4 Grantees on the parliamentary process. The training sessions were held on April 23 – 24, 2018 for the Ghana Association for

Restructuring and Insolvency Advisors (GARIA) and April 24 – 25, 2018 for Advertising Association of Ghana (AAG). The Secretariat engaged the services of a former parliamentarian to provide insights into how parliament works so Grantees can take full advantage on how to get bills passed.

1.4 CAPACITY ENHANCEMENT OF NBSSI

The Secretariat has identified National Board for Small Scale Industries (NBSSI) as a strategic partner in the drive to sustain the provision of Business Development Services for associations. These activities fall under Window 5.

1.4.1 Institutional Strengthening

Target:	Enhance the capacity of NBSSI to be transformed into Enterprise Development Authority by December 2018.
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In its Strategic Transformation Agenda Report prepared end of 2017 with the support of the BUSAC Fund, the Ministry of Trade and Industry is taking the lead in the transformation of NBSSI's statutory status from a board into an authority. NBSSI is looking at modalities to be established as an authority and is seeking for inputs to develop its plans in that direction. NBSSI is looking at the set up by the US Government and has also looked into the Danish Business Authority (DBA) as a benchmark.

As a strategic collaborator, the BUSAC Fund supported NBSSI to carry out a Study Tour to Denmark to benchmark with the DBA. Key representatives at NBSSI, the Board and MoTI embarked on the benchmarking with the Danish structures in order to improve NBSSI structures for its transformation into the Enterprise Development Authority (EDA).

1.4.2 Training of NBSSI advisors on BDS Provision

Target:	Improving the capacity of at least 75 NBSSI advisors on BDS provision for increased support to associations.
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Improving the capacity of NBSSI to provide development services can be seen as a sustainable way for the BUSAC Fund to provide such services beyond its life span. In the Strategy Report, NBSSI refers to a KPMG study that identified "significant gaps in a number of areas such as information technology, accounting, financial management and knowledge. The BUSAC Fund plans to organise three (3) training sessions to train a total of seventy-five (75) NBSSI advisors.

The activity is scheduled to be implemented in quarters 2, 3 and 4 of 2018 with three (3) set of trainings being organized by the BUSAC Fund. Upon request by NBSSI, the training of advisors were rescheduled and only one training took place in 2018. .

The Secretariat supported the NBSSI to organize a five (5)-day "Leadership and Facilitation Skills Training". Twenty-five (25) Business Advisory Center (BAC) advisors attended and enhanced their capacity to enable them lead Local Economic Development (LED) activities in their respective districts. With the delivery of an enhanced BDS facilitation and access to financial services to Micro, Small and Medium Enterprises (MSMEs) in line with their increased responsibilities under the Business Resource Centre's (BRCs). The training was held at the M J Grand Hotel in Accra from the 14th to 18th of December 2018, equipped the BAC advisors in the following areas;

- The provision of result-oriented leadership through the adoption of appropriate leadership styles;
- The ability to mentor and effectively coach entrepreneurs;
- Ability to adopt multiple business games to deliver BDS services;

1.4.3 Support to Women Entrepreneurship

Target:	At least 1 women's entrepreneurship summit organized with women associations and entrepreneurs participated.
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1.4.3.1 Round Table Forum on Market Access by Women Entrepreneurs

In preparation towards the Women Entrepreneurship Summit, NBSSI organized a round table discussion on women's access to market on 22 May 2018 at the Fiesta Royale Hotel in Accra. The event which was attended by over 60 participants was held with the objective of discussing the challenges women entrepreneurs encounter in their attempt to access markets.

In her opening address at the event, the Executive Director of NBSSI, Ms. Kosi Yankey stated that women's entrepreneurship in Ghana has advanced, and that the time is appropriate to engage in meaningful discussions regarding how to help Ghanaian women entrepreneurs to access markets and excel in their businesses. Ms. Kosi enumerated some challenges that Ghanaian women entrepreneurs face including access to finance, competition in the market and inadequate government support. Ms. Kosi suggested that some of these challenges could be addressed by borrowing from banks, family and friends, engaging in competitive recruiting and training of personnel.

While addressing participants at the event, the BUSAC Fund Manager explained that the Fund's mandate includes improving the business environment by providing support to women's associations. He mentioned that the factors inhibiting the businesses of women entrepreneurs in Ghana include lack of adequate access to credit and markets, land and land rights, product standardization, poor infrastructure, poor market research and information gaps.

1.4.3.2 Women's Entrepreneurship Summit

The National Board for Small Scale Industries (NBSSI) hosted the maiden edition of the Ghana Women Entrepreneurship Summit (GWES) from 4th to 5th June, 2018 at the Movenpick Ambassador Hotel, Accra. Dubbed "*Ghanaian Women Entrepreneurs: From Voices to Action*," the two-day summit was organized to enhance economic empowerment among women entrepreneurs as well as to accelerate their progression in the global sphere.

Highlights of the summit included live panel discussion sessions during which experienced resource persons and participants discussed topics such as "Skilling the Female CEO of the Future"; "Creative Solutions for Access to Finance"; "Trade Policy in Action – Regulatory Impact on Women's Economic Empowerment"; and "Innovation Using Digital Technology".

The summit, which was attended by over 1000 participants, also featured masterclasses which granted women entrepreneurs the opportunity to freely learn skills related to Business Advocacy for business associations, KAIZEN Production Systems, Business Plan Design and Investor Pitch Training.

In his address, President Nana Addo-Dankwa Akufo-Addo pledged Government's unflinching support for the growth and development of women enterprises in Ghana. The President also assured stakeholders within the private sector that Government is currently restructuring NBSSI to enable it provide top-notch enterprise development services to MSMEs in Ghana.

The Danish Ambassador to Ghana, H. E. Ms. Tove Degnbol emphasized the need for the private sector to maintain an improved responsive relationship with the public sector so that the business environment will be improved for private sector businesses to flourish.

1.5 COORDINATION WITH RELEVANT INSTITUTIONS

Target:	To coordinate with at least 4 Ministries on advocacy grants being supported (e.g. MoTI, Ministry of Sanitation and Water Resources, Ministry of Business development, Ministry of Tourism and Creative Arts, Ministry of Employment and Labour Relations).
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1. Coordination with MOTI

The Secretariat coordinated with the Ministry of Trade and Industry in the development of a series of consultative workshops related to the development of a National Micro, Small and Medium Enterprise (MSME) Policy. This resulted in a validated MSME policy documents that is expected to be submitted by the Ministry to Cabinet.

Furthermore, the Secretariat held several meetings with MoTI on a draft competition policy and law that is ready to be submitted to Cabinet and passed by Parliament.

Finally, BUSAC Fund coordinated with MoTI on its contribution in the transformation process of NBSSI into an authority.

2. Coordination with Ministry of Sanitation and Water Resources

In response to Ghana Plastic Manufacturing Association (GPMA)'s 2015 advocacy action on the integration of technology into plastic waste management, the Sanitation Minister, Hon. Kofi Adda convened a meeting to dialogue with the various actors within the plastics products sector on possible plastic waste management options available to the government aside a total ban on plastics.

Hon. Kofi Adda urged stakeholders in the plastics industry to present proposals spelling out the various plastic waste management options to government to demonstrate that the sector is proactive rather than reactionary in resolving the plastic waste management challenge. He also commended representatives of the various plastic manufacturing associations on their contribution to the Environmental Excise Tax (EET) which till date has provided about GH¢ 96 million to government revenue.

The general consensus at the meeting was that representatives from the Ministry of Sanitation, plastic industry representatives and other stakeholders should form a small working group to submit proposals that can help find an antidote to the plastic waste menace.

The BUSAC Fund Manager advised representatives of the plastic manufacturing associations to provide evidence based research findings when presenting their proposals to the Government. This, he stated, adds credence to their advocacy issues.

3. Ministry of Business Development

The Ministry of Business Development in 2018 expressed interest in working with the BUSAC Fund to carry out two main initiatives in the course of 2019, and they are:

- The organization of four (4) stakeholder Workshops nationwide in Accra, Kumasi, Takoradi and Tamale in the first quarter of 2019 for consultation on the drafted Entrepreneurship Policy for Ghana;
- The establishment of a PPD platform to discuss issues pertaining to entrepreneurship and wealth creation.

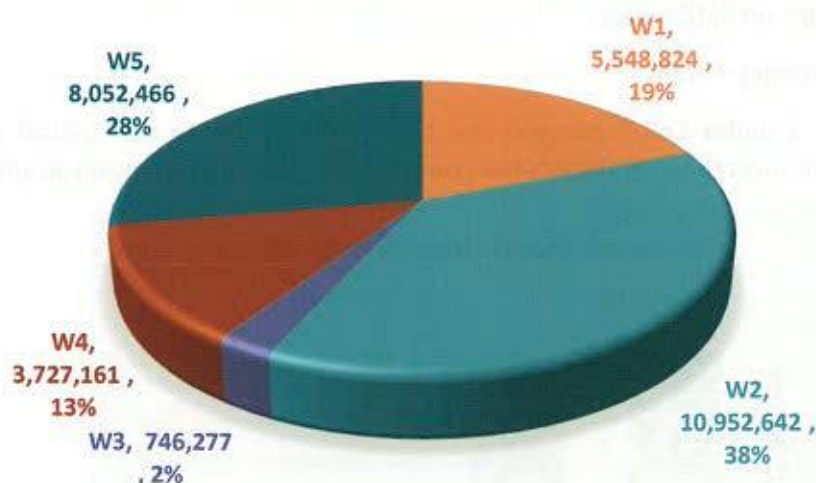
1.6 CONSOLIDATION OF CALL I & II GRANTS

Calls 1 & 2			
Window	Target Phase I of BUSAC III 2016-2018	# of Approvals	Commitments (GHS)
1	69	83	5,548,824
2	49	70	10,952,642
3	4	3	746,277
4	48	35	3,727,161
5	131	150	8,052,466
Total	301	341	29,027,370

The BUSAC Fund Secretariat since the inception of Phase III has approved a total of 341 grants for an amount of GHS 29,027,370.00. With the exception of Windows 3 and 4, the approvals exceeded the targeted number of grants for the period. The national advocacy grants (Windows 2, 3 and 4) represent about 53% of the total value committed. This shows that grants approved by the Secretariat follow the dictates of the DANIDA Engagement document.

Window 5 constitutes the second largest grant support (in terms of volume). It enhances PSOs capacity to provide business development services – BDS in order to make these organisations sustainable by strengthening their relations with their members. The amount of support constitutes 28% of the total value of commitments.

VOLUME OF GRANTS OVER WINDOWS 1-5



Window 1: District and Community Level Advocacy Actions

Window 1 in particular saw a strong demand during the first two (2) calls for Concept Notes. To limit the number of applicants, the Secretariat had to increase the selectivity criteria. The grants approved are mostly in northern part of Ghana and focus on sustainable agriculture and Human Rights Based Approach. The challenge with Window 1 actions is that the public sector has been slow in responding to the advocacy issues presented by the Grantee.

Window 2: National Business Advocacy Grants

Call 2 saw a strong demand from National PSOs with most of the applicants being new to the BUSAC Fund. The Secretariat did not receive applications from the larger PSOs such as Private Enterprise Federation (PEF), Federation of Association Ghanaian Exporters (FAGE), Ghana Chamber of Commerce and Industry (GCCI) among others. The advocacy actions focused mainly on policy/regulations/cost of doing business.

One of the main challenges noted by the Secretariat was that the grantee own contribution (20%) is a challenge for many PSOs and this was causing delays in the start of the advocacy action.

Window 3: Support to Public-Private dialogue (PPD)

The Business Regulatory Reform (BRR) is a 3-year initiative of the Government of Ghana coordinated by the Ministry of Trade and Industry (MoTI), and implemented in partnership with various stakeholders. It consists of 7 components aimed at making Ghana the most transparent and efficiently regulated business environment in Africa.

The PPD Window of BUSAC Fund is aligned with Pillars 1 and 7 of the BRR:

1. Ease of Doing Business Reform Initiative; and
2. Permanent Public-Private Dialogue Mechanism

The Secretariat has also engaged with National PSOs on PPD opportunities which has resulted in the following platforms:

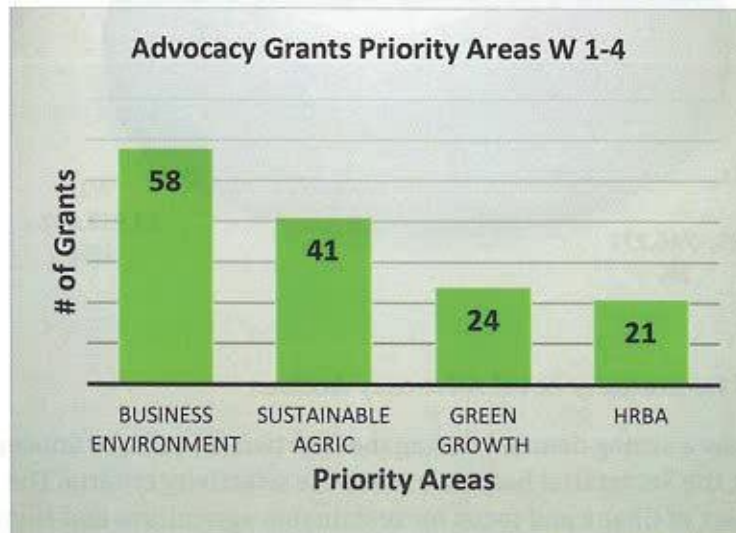
1. Construction: AGI Construction Sector;
2. Creative Arts: BSIFF;

3. Competitiveness of Ghana industries: AGI

The PPD Platform Window also enabled the Secretariat to host the Private Sector Working Group (PSWG) discussion platform, undertake a study on local content and support MoTI in organizing a consultation workshops on SME policy.

Window 4: Post-Advocacy Facility

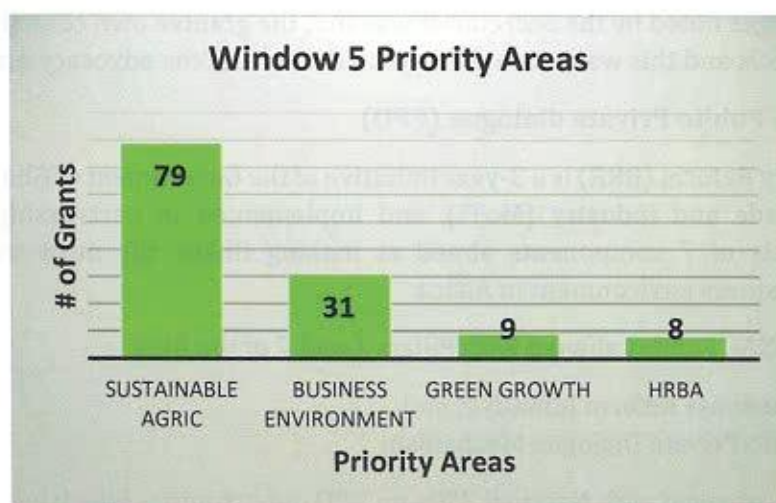
Demand for Window 4 under Call 2 plunged and this might be due to the cyclical nature of the Window and usually follows the evolution of the completion of national advocacy grants.



The priority areas under Windows 1 – 4 are in the areas of Business Environment, Sustainable Agriculture, Green Growth and Human Rights Based Approach. The majority of grants seek to address issues that relate to law/policy enactment, law/policy enforcement and cost of doing business. This is in line with national advocacy issues that have the potential to enhance the business environment.

Window 5: PSO membership: Business Development Services

Majority of grants under Window 5 fall under the Sustainable Agriculture priority area. Most PSOs are training their members Economic Empowerment, Climate Change Resilience, Market Access and Standards among others.



2.0 MONITORING & EVALUATION ACTIVITIES

The role of Monitoring and Evaluation (M&E) is critical in ensuring that grants move swiftly towards completion. The specific objectives of the BUSAC III M&E system include:

- 1) Assess whether the project implementation is on track and if not, why;
- 2) Document the intermediate successes that contribute to achievement of the goal;
- 3) Evaluate whether advocacy efforts are having the desired impact;
- 4) Verify the timeliness of the activities;
- 5) Determine whether the objectives have been achieved;
- 6) Ensure accountability to Development Partners for use of funds;
- 7) Document the process in order to be able to learn from experience to improve future advocacy work; and
- 8) Demonstrate the results and impact to Development Partners, supporters, policy-makers, and other stakeholders.

The Fund will continue to apply these same objectives throughout the year to ensure that at the end of the project all grants are successfully concluded.

2.1 MONITORING THE IMPLEMENTATION OF ON-GOING GRANTS

Target:	Successful close out of majority of the 85 grants by December 2018 for call #1
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Grants implementation monitoring is an integral part of BUSAC III. The Secretariat ensures activities are on track and any deviations are reported on time for the necessary corrective measures to be taken.

In 2018, a total of 108 grants for Windows 1 - 4 and 60 grants for Window 5, were being managed by the secretariat under Call #1. Out of the 108 grants for Windows 1, 4 and 3 grants were discontinued. The remaining 105 which are ongoing.

All 60 grants under Window 5 for Call #1 have successfully completed their trainings and success stories are being identified and collated.

Under Call #2, 83 grants under Windows 1 - 4 were approved by the Steering Committee and went through the due diligence exercise in the fourth quarter. From the due diligence exercise that was carried out on all 83 grants, 63 grantees were successful and signed their contracts. Out of the 63 grantees, 31 have gone through Financial Management Training and 28 have been trained on Why and How to Advocate.

Under Window 5, a total of 90 grants were approved and contracts signed by grantees. Out of the 90 grants, 38 of them have completed their business development trainings. The remaining 52 grants are ongoing.

Currently the Secretariat has a pool of eighteen (18) monitors assigned to 278 ongoing grants. These monitors are ensuring that activities on the field are being implemented according to the Fund's standards and on schedule. The Secretariat has recorded 45% of total grants that are completed and remaining 54% of grants are ongoing, 1%, which constitutes two grants, have been put on hold.

The Secretariat intends to continuously address identified bottlenecks to avoid any delays in project implementation to help grants complete their actions successfully.

2.2 TRACKING RESULTS FROM COMPLETED GRANTS

Target:	Ensure Final activity and financial documents are submitted to the Fund for an auditing purposes
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2.2.1 Tracking results from Transitional Grants

A total of seventeen (17) bridging grants was awarded in the closing stages of BUSAC II to be mainly implemented in BUSAC III. Out of the 17 grants, sixteen (16) of them are advocacy grants and the remaining one is a research grant.

At the end of December 2018, out of the 17 grants, 10 of the transitional grants had successfully completed their actions (Status of other 6 grants). Out of the 10 completed actions, 5 of them achieved their results fully and the remaining 5 had partial achievement. Fully achieved results include;

- Policy reformulated to reduce tax regulations on the private sector.
- By-laws formulated towards ensuring conservation and protection of mangroves.
- Policy implemented on the development of compensation and valuation guide for various land use types.
- Enforcement of safety requirements in the Liquefied Petroleum Gas industry.
- Formation of an advocacy platform for addressing Policy issues of the Film Industry

2.2.2 Tracking results from Call 1 Grants

For the year 2019, a total of 75 grants completed their actions. This includes 60 grants for BDS and 15 grants for advocacy actions.

Of the 60 BDS grants 31 documented results in replicating the BDS trainings received to their members on their own. This indicates sustainability of the Business Development Service trainings provided by the fund to PSOs.

By the end of the year, 2 results out of the 15 for advocacy actions had been completely collated. These include;

Draft Legislative Instrument awaiting administrative procedures from the Allied health Professionals Council. Duty bearers of this action are now showing an active interest in operationalizing the Health Professionals Regulatory Bodies Act. Objectives of action has been partially achieved.

Fisheries Commission adhering to their commitment by providing two extension Officers to provide technical support on Post-harvest fisheries activities for fishmongers within the Ga South Municipality. Objectives of action has been fully achieved.

The remaining results of BUSAC III completed grants will be collated within the first quarter of 2019.

2.3 MONITORS REVIEW MEETING

A review meeting was organized on 11th October, 2018 for monitors to review progress of ongoing grants, re-strategize and find the way forward. The main objectives of the review meeting included:

- Understanding the Role of the monitor
- Gaining feedbacks from both monitors and the secretariat
- Identifying bottlenecks and how they can be bridged
- Developing a strategy for an effective monitoring

The meeting was considered by the participants as very successful with all objectives met. Monitors understood well the status of project implementation. Clear strategies were adopted to help grantees ensure actions are implemented the right way and on time, without compromising on expected results of the various actions.

It was observed that following the meeting, monitors improved their approach to grantees in ensuring grantees report to the secretariat appropriately and on time.

2.4 M&E GRANTEE VERIFICATION FIELD VISITS

Target:	6 verification visits to sampled grantees
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Verification visit is an important aspect of monitoring. The Secretariat is mandated to ensure that all terms and conditions agreed upon with Grantees are adhered to.

Field verification visits is scheduled to be done every quarter in the year. However, whenever the need arises for an immediate verification visit, in order to resolve pertinent issues, the M&E Specialist plans a separate visit to be carried out. Verification visits on sampled grantees were done by the M&E Specialist and Grants Officers.

In the course of the year, the M&E Specialist together with the Grant Officers visited 10 selected grantees randomly. Visits were done mainly to monitor workshops being organized, verify the eligibility of a grantee governance structure because of inconsistency in submission of official documents to the Secretariat and follow up on grantees to help address bottlenecks in financial reporting.

Verification visits are scheduled to be carried out intermittently throughout the project lifetime.

2.5 M&E REPORTING

2.5.1 Reporting to Danida Consultant

Target:	4 reports submitted to Ernst & Young (EY).
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The Secretariat is expected to communicate progress on BUSAC Fund's indicators to Danida through a quarterly progress report to Ernst & Young. For the year under review, the Secretariat updated the Performance Indicator Tracking Table (PITT) at the end of each quarter and submitted to the Danida Consultant.

2.5.2 Reporting to METSS

Target:	4 reports submitted to Danida Monitoring Consultant
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The Secretariat will send periodic reports to the USAID/Ghana Monitoring and Evaluation Services (METSS) Project that tracks the Feed the Future (FtF) Project in Ghana. For the year 2018, data has been collected from the field from every training activity using the METSS indicator data collection tool. This includes advocacy trainings, financial management trainings and business development trainings for grantees.

METSS is yet to develop an online data system where the secretariat will be expected to provide information periodically. The M&E Specialist shall provide any relevant data to be fed into the system when it is set up.

METSS organises periodic training on M&E issues. Since USAID contributes a quota to the funding of BUSAC through the FtF project, the Secretariat is mandated to participate in some specific meetings relevant to the Fund to share ideas and also learn new techniques to enhance the capacities of staff of the Secretariat to adequately meet the needs of Development Partners. For the year 2018, the Secretariat participated in one USAID Implementing Partners workshop. The workshop gave the opportunity for partners to learn about best practices on various projects and for partners to share some success stories.

2.6 ADVOCACY CAPACITY DIAGNOSTIC TOOL

As part of the BUSAC Fund's Monitoring & Evaluation of its grantees, the Secretariat collects baseline data of grantees using the Advocacy Capacity Diagnostic Tool. The purpose is to track progress made by the Grantee as a result of the advocacy action being carried out.

The tool is also used as a means of assessing the advocacy capacity of Private Sector Organizations (PSOs) supported over a period of time. The tool is used to track progress, three times over the life of a project: thus beginning, during and at the end of an advocacy action. Baseline and mid-term data has been collected for all Call #1 grants.

Mid-term data was collected from 75 grants in the third quarter. Out of the total number of grantees 11 of them showed an increase in membership. The percentage increase in membership for the 11 grantees is 31%. 14 of them showed an increase in dues paying members. Percentage increase in dues paying members is 24%. Three grantees out of the 75 carried out advocacy actions outside the support of the BUSAC Fund.

The table below gives an illustration of the progress in data collection and timelines for the remaining rounds of data to be collected using the Advocacy Capacity Assessment tool.

Table 5: Time Plan for Rounds of Data Collection

Batch	Baseline Data	Second Round	Third/Final Round
Transitional Grants	Completed	Completed	Completed
Call #1	Completed	Completed	March, 2019
Call #2	March 2019	August 2019	January 2020

2.7 GOOGLE FUSION MAPS: SPATIAL INFORMATION OF GRANTEES

Google fusion map is a web service application provided by Google to enhance data management and visualisation of data. The Fund uses this application to relay information on the achievements of successful grants, locations of BUSAC Funded projects and information about the various projects to the public. The Google Fusion will be updated and hosted on the Fund's website with all the stated information as well as success stories that are recorded from time to time. GPS locations of Call #1 grantees have been collected.

2.8 AUDITING OF PROBLEMATIC GRANTS

The Secretariat would need to carry out thorough audits on grants that are not complying with the requirements of the BUSAC Fund, as well as those grants that would have to be discontinued due to poor performance.

The Secretariat in the year investigated three Grantees that were not consistent and forth coming in reporting on financial expenses of activities carried out. Actions for the three Grantees had to be discontinued because of the financial risk it posed to the Secretariat.

3.0 COMMUNICATION, MARKETING AND BRANDING ACTIVITIES

Throughout the year 2018, the BUSAC Fund's communication and outreach efforts have been geared towards giving visibility to the Fund's grant making process through sensitizing stakeholders about the windows of funding available under BUSAC III. Much of the second half of 2018 was also dedicated to documenting the Fund's results and achievements identified in the course of the year.

3.1 DOCUMENTING RESULTS

3.1.1 Identifying new success stories

Target:	Identify 15 new success stories in 2018
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Throughout the year 2018, the BUSAC Fund Secretariat identified 28 success stories highlighting the advocacy and capacity building achievements of 28 beneficiary grantees of the Fund. Out of this number, ten (10) were advocacy grants that were mostly implemented during BUSAC Fund phase II, while another set of ten success stories highlighted the change in economic fortunes of 10 business associations that have received support from both the BUSAC Fund and Skills Development Fund.

In addition, the Fund also identified 8 success stories among its BDS grantees in the course of the year. Selected summaries of 14 examples of these success stories can be found on page 9 of this report.

3.1.2 Documenting 15 new success stories

Target:	Document 15 new success stories in 2018
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Out of the 28 success stories identified throughout the year 2018, the Secretariat documented and published eight (10) grantee success stories in the April 2018 edition of its quarterly e-newsletter which can be accessed via this link:

http://www.busac.org/downloads/monthly_news/01_April_2018_Newsletter.pdf

The BUSAC Fund also published 10 other stories which demonstrated synergy between the BUSAC Fund and Skills Development Fund. These success stories demonstrated how BUSAC Fund's advocacy support and SDF's capacity building support have complemented each other to improve the economic fortunes of various business associations. These stories have also been published in the form of a 34-page handy booklet, which is also accessible via this link:

http://www.busac.org/downloads/docs/01_Synergy%20Success_stories_5_latest.pdf

3.1.3 Documentaries of successful grantees

Target:	Produce 5 video documentaries; and air 6 existing video documentaries in 2018 to highlight the Fund's achievements
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In the course of the year 2018, the BUSAC Fund Secretariat decided that instead of producing six new video documentaries to highlight the achievements of grantees, these achievements should rather be documented in the form of publishable success story booklets, which can give the Fund value for money. Again, to highlight the Fund's achievements, the BUSAC Fund produced six new video documentaries in 2016, which highlighted the achievements of 17 business associations operating in six sectors of the economy. These video documentaries which were uploaded onto the Fund's Youtube channel can be accessed via this link:

<https://www.youtube.com/playlist?list=PLru6XtnrETjsid9DbhyyiHYOZGrBVihki>

3.1.4 Compendium Production

Target:	Produce 500 copies of a compendium featuring all Phases I and II grants
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The BUSAC Fund Secretariat initially decided to produce a concise compendium highlighting the achievements of all Phases I and II completed advocacy actions. The Fund however decided to expand the scope of this document to cover all completed Phase III advocacy projects as well. As a result, the BUSAC Fund Secretariat has commenced the preparation of a draft layout for the publication of a compendium which will feature a summary of vital information on all completed advocacy actions supported by the Fund during the first, second and third phases of the programme. Essentially, this document is expected to disseminate information such as title of advocacy action, problem statement, objectives, expected final results and achievements of each grant.

3.2 BUSAC III COMMUNICATION TOOLS TO PROMOTE GRANTS MAKING

3.2.1 Brochures / leaflets:

Target:	Produce and distribute 1,000 copies of BUSAC III leaflets to stakeholders.
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To increase visibility of the BUSAC Fund and its Development Partners and to further enhance stakeholders' understanding of the Fund's operations, the Secretariat published 500 copies of leaflets explaining the Fund's mandate and the various funding mechanisms available under BUSAC III for supporting private sector advocacy initiatives. These leaflets have been widely distributed at the BUSAC Fund's outreach and training events such as orientation programmes for trainers and monitors, road shows and exhibitions. These leaflets have also been made available for pick-up at the BUSAC Fund Secretariat and at the Fund's Liaison office in Tamale.

3.3 PROMOTING CALL #2 FOR CONCEPT NOTES

3.3.1 Print Media advertisements

Target:	Publish call for concept notes adverts in each of 3 major newspapers
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In order to increase awareness about the Fund's support facilities for the private sector under windows 1 to 5, and to invite concept notes from business associations, the Secretariat advertised the second call for concept notes in the print media between 14th May and 18th June 2018. The Secretariat did this by designing and publishing half-page adverts in the Daily Graphic, the Ghanaian Times and the Business and Financial Times (B&FT).

These adverts, which were also published on the Fund's website and social media pages, featured guidelines on how applicants can apply on either the Fund's new online application portal or through downloadable concept note forms. These print media adverts, together with the organization of roadshows in four regions, enabled the Secretariat to receive about 576 concept notes from business associations spread across all ten regions of Ghana.

THE BUSINESS SECTOR ADVOCACY CHALLENGE (BUSAC) FUND
CALL FOR CONCEPT NOTES FOR CALL #2 UNDER BUSAC FUND PHASE III: (WINDOWS 1-4)

The BUSAC Fund hereby announces the second call for concept notes under the third phase of the BUSAC Fund Programme. As a component under EUSDF/2016 Support to Private Sector Development Phase III (SPSD III) programme, the BUSAC Fund III engagement is expected to lead to an "improved business environment through enhanced advocacy capacity of private sector organisations and creation of platforms for private-public dialogue". To enhance this outcome, BUSAC Fund III will be supporting private sector business associations aimed at supporting the business environment. The Fund is currently seeking concept notes under the following windows from eligible Private Sector Organisations (PSOs) such as Business associations, farmer-based organisations, trade unions and other associations within the labour market.

WINDOW	MAXIMUM GRANT SIZE	MATCHING CONTRIBUTION
Window 1	GH¢ 250,000.00 (50% of total cost)	50%
Window 2	GH¢ 200,000.00 (50% of total cost)	50%
Window 3	To be determined by the Fund	Not applicable
Window 4	GH¢ 100,000.00 (50% of total cost)	50%

I. Window 1 - Facility for district and community based advocacy activities
 This window aims at supporting district based PSOs and CSOs to advocate for removal of district and community level business constraints/burdens for business entrepreneurs.

II. Window 2 - Facility for advocacy teams of national, regional, agricultural and green growth issues
 Grants under window 2 will support PSOs to advocate the need to address business constraints of national/regional significance, including green growth issues. The advocacy teams to be constituted under this window must have a clear effect on the economic performance of the PSOs and its members. Support under this window will also focus on strengthening the capacity of PSOs to undertake evidence based advocacy beyond the support of BUSAC Fund III.

III. Window 3 - Facility for the creation of public-private dialogue (PPD) platforms
 This facility is aimed at speeding business reform processes and enhancing the business environment through the facilitation of the private sector's collaboration with relevant government ministries, departments and agencies. The PPD platforms to be created may take the form of permanent or ad-hoc platforms created on sector specific or economy-wide issues relevant to the Ghanaian business environment.

IV. Window 4 - Post-advocacy facility
 Advocacy grants under this window will aim at supporting PSOs to dialogue with relevant government agencies on the enforcement of agreed policies, laws and reforms. Applicants to be considered will be PSOs who have successfully advocated the enactment / review of laws, policies, agreements, etc. which need to be implemented by duty bearers.

Priority Areas for Call #2:
 For this call, the Fund will give preference to advocacy concepts that focus on:
 • policies relating to agricultural themes such as agro-processing, non-traditional agricultural commodities and value chain development;
 • policies and issues pertaining to climate change, adaptation and sustainability e.g. green growth, energy conservation, renewable natural resources, recycling and waste management;
 • policies and regulations relating to the Ease of Doing Business;
 • programs focusing on the application of Human Rights Based Approach (HRBA) to enhance the business environment e.g. Women Empowerment and Entrepreneurship, Inclusion of marginalized citizens (disabled and economic activities).

Applications that are not aligned with the above mentioned priority areas will not be considered. Applicants applying for support under the above mentioned windows should complete the online concept note forms K and W available on the Fund's website via the link: www.busacfund.org. The deadline for completing the application forms is 5:00 pm on Monday 18 June, 2018.

Additional information about this call may be obtained from the BUSAC Fund Secretariat between 9:00 am and 5:30 hours on by phone at 030 780 178. You may also contact the Grants Officer, Mr. John Agyemang via johnagyemang@busacfund.org or Mr. Eddyia Lamptey via eddyia@busacfund.org. For more information about the BUSAC Fund's mode of operation and other windows of funding, please visit the Fund's website at www.busacfund.org.

Sponsored by:
 DANIDA
 USAID

A snapshot of the advertisement of the second call in the Daily Graphic

3.3.2 Print Media advertisements - Radio Announcements

Target:	Put out 6 radio announcements on call for concept notes in each of five regions.
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The Secretariat identified certain regions where very few business associations actually apply for the BUSAC Fund support. In addition to organizing roadshows to stimulate the submission of more concept notes from these regions, the Secretariat planned to put out radio announcements to advertise the road shows and the call for concept notes in these regions. The idea was to attract more business associations to the information sharing sessions (road shows). However, the Secretariat decided to use a more effective approach, which is to liaise with the regional branches of AGI at the locations of the road shows to directly invite relevant business associations to participate in the

information sharing fora. This approach ensured that all the participants who attended the roadshow event were representatives of business associations, rather than individual entrepreneurs.

3.3.3 BUSAC Fund Road shows

Target:	Organize half-day information sharing sessions in four regions
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Over the years, the BUSAC Fund Secretariat has observed that the Fund's calls for concept notes/proposals often attracts very few concept notes / proposals from business associations in the Eastern, Western, Volta and Ashanti regions. Again, some of the few applications received from these regions were of substandard quality, suggesting that the demands of the grant application process were not fully understood by applicants.

To address this challenge, the Secretariat organized road shows in the form of half-day interactive sessions with the business community in each of the four regions mentioned above. These roadshows were organized from 21st May to 24th May, 2018 to coincide with the second call for concept notes which was opened from 14th May to 11th June, 2018.

Region	Venue	Date	Number of Attendants
1. Volta Region	Ho	21 st May, 2018	83
2. Eastern Region	Koforidua	22 nd May, 2018	46
3. Ashanti Region	Kumasi	23 rd May, 2018	54
4. Western Region	Takoradi	24 th May, 2018	40
Total			223

The first in these series of interactive sessions was held at Ho, the Volta regional capital and it was attended by 83 participants representing 36 business associations from various districts in the Volta region. The Fund organized similar interactive sessions for representatives of business associations in Koforidua, Kumasi and Takoradi over the next three days. In total, 223 representatives of business associations participated in the interactive sessions in the four regions.

At the events the Communication and IT Specialist of the BUSAC Fund explained that the Fund was organizing the event in the region to share further information about BUSAC III's windows of support and the demands of the grant application process, with special emphasis on the new online application process. The Communication Specialist also discussed with participants, the Fund's objectives, intervention logic, and eligibility criteria for grant awards. BDS Officer of the Fund explained the rationale behind the Business Development Service (BDS) facility (Window 5) and explained to participants the priority areas under consideration for the second Call for Applications under BUSAC III.

Both representatives of the Fund at the event took turns to respond to questions and suggestions from participants.



Left: The Fund's BDS Specialist addressing roadshow participants in Koforidua;
 Right: The Fund's Communication Specialist sharing information participants in Ho, Volta Region.

3.4 INFORMATION DISSEMINATION ACTIVITIES

3.4.1 Management & Maintenance of BUSAC Fund Website

Target:	Regularly update the website with latest news, articles, announcements, adverts, downloadable materials about the Fund's operations.
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In the year 2018, the Secretariat regularly updated its website and social media pages in order to increase visibility and disseminate information on the operations of BUSAC Fund III among the Fund's stakeholders. The Secretariat therefore updated its website and social media pages with media articles relevant to the Fund, grantee success stories, announcements, and advertisements related to the Fund's support for the private sector. The Secretariat has also updated the downloads section of the Fund's website with reviewed concept note forms, grant application resources, reporting templates and updated guidelines to enable beneficiary grantees report more efficiently to the Fund.

3.4.2 Circulation of periodic newsletters

Target:	Produce four quarterly e-newsletters in 2018 and distribute to Stakeholders
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As part of efforts to keep the Fund's stakeholders abreast with the operations and achievements of the BUSAC Fund, the Secretariat designed and published a 21-page electronic quarterly newsletter to all of the Fund's stakeholders via email. This quarterly newsletter, which was published within the second week of April 2018, featured the success stories of eight (8) business associations who achieved their advocacy objectives with the support of the BUSAC Fund. The newsletter also featured stories on events organized by the Fund, other grantee related articles and relevant announcements. The Fund also circulated similar stories and articles on its website and social media pages throughout the year.

3.4.3 Document media coverage of BUSAC Fund activities

Target:	Regularly monitor and document media coverage of the Fund's operations
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Throughout the year 2018, the BUSAC Fund Secretariat monitored the volume and quality of media coverage it is receiving on a daily basis. This was done by regularly scanning the print and online media for BUSAC Fund related articles. Press cuttings relevant to the BUSAC Fund and its grantees have been archived, while online news stories relevant to the Fund have also been appropriately documented.

4.0 BUSAC FUND SUSTAINABILITY: HOST PARTNER

The results of the study on identifying a Host Partner for post BUSAC activities have been submitted by the consultant and were presented to the Steering Committee in December 2017 for review. During the course of the first half-year of 2018, there were no decisions made on the outcome of the report.

5.0 PROJECT GOVERNING BODY

The Steering (SC) advises the Fund Management Unit in the implementation of the project to achieve the goals and objectives.

5.1 STEERING COMMITTEE MEETINGS

During the first half year of 2018, the Steering Committee met on two occasions:

- **6th SC meeting (16 February 2018):** during this meeting, the SC approved the Annual report for 2017 and Work Plan 2018.
- **7th SC meeting (28 February 2018):** During the meeting, the SC approved 30 grant requests out of 32 submitted as follows:

Window	# of Applications	Pass	Provisional Pass	Fail
1	2	1		1
2	6	4	1	1
4	2	2		
5	22	22		
Total	32	29	1	2

- **8th SC meeting (16 August 2018):** At the meeting, ninety-three (93) applications out of ninety-seven (97) submitted were approved as follows:

Window	# of Applications	Pass	Provisional Pass	Fail
1	18	16	1	1
2	23	20	2	1
4	2	2		
5	54	51	1	2
Total	97	89	4	4

- **9th SC meeting (23 August 2018):** At the meeting, the SC approved the 2018 Semi-annual report and went through thirty-four (34) submitted out of which thirty-two (32) were approved as follows:

Window	# of Applications	Pass	Provisional Pass	Fail
1	8	7		1
2	9	8		1
5	17	17		
Total	34	32		2

- **10th SC meeting (20 September 2018):** During the meeting, the SC was updated on the progress of activities made by the Secretariat, and reviewed thirty one (31) Grant requests out of which thirty (30) submitted were approved as follows:

Window	# of Applications	Pass	Provisional Pass	Fail
1	9	8		1
2	11	11		
5	11	11		
Total	31	30		1

- **11th SC meeting (25 October 2018):** During the meeting, all sixteen (16) applications submitted were approved as follows:

Window	# of Applications	Pass	Provisional Pass	Fail
1	2	2		
2	3	3		
5	11	11		
Total	16	16		

- **12th SC meeting (13 December 2018):** At the meeting, the Fund Manager provided an update on the findings made by the Danida Review Team and COWI Quality Assurance Audit. A detailed update on the activities carried out in 2018 was also given.

Danida informed the meeting that the Danish Ambassador is in discussion with the American Embassy to provide the Secretariat with at least five hundred thousand United States Dollars (US\$500,000.00). Unfortunately, the US Embassy will only be able to give feedback to DANIDA on the availability of funds in March 2019.

On that basis, the Fund Manager also presented a tentative budget for 2019 - 2020 that will require about four million four hundred and eighty hundred Ghana Cedis (**GHC4,480,000.00**) from Development Partners to bring the existing commitments to an end. In addition, the Secretariat would engage in providing support for activities such as:

- Moving the Public-Private Dialogue forward;
- Carrying out selective Research studies;
- Partnering with Champions on selected advocacy collaborations
- Engaging Stakeholder validation on key private sector policies and bills

To implement existing projects approved in 2017 and 2018 and carry out limited additional support activities, the Fund would need an additional seven million three hundred thousand Ghana Cedis (**GHC7,300,000.00**) to add to the remaining funds available.

6.0 QUALITY ASSURANCE

The BUSAC Fund Project Services are being implemented within the framework of COWI's Quality Management System as stated in ISO 9001:2000. COWI's quality management system is also in accordance with FIDIC's 2001 - *Guide to the Interpretation and Application of the ISO 9001:2000 Standard for the Consulting Engineering Industry*.

6.1 QA VISITS BY COWI & EXTERNAL REVIEW TEAMS

The QA Manager from COWI agreed with the Secretariat to undertake the annual QA audit in Ghana by the end of October. The duration of the visit lasted one week. Findings from the visit will be communicated to the SC, DANIDA and COWI Management.

In the period between October 29 and November 2, 2018 COWI conducted a Quality Assurance Audit. The findings of the audit were as follows:

1. The BUSAC team is dedicated in implementing and applying the new procedures introduced as part of BUSAC III.
2. The 2017 completed audit indicates that BUSAC is on the right track with an audit statement containing relatively few comments which are easy to fix immediately.
3. BUSAC is also picking up delivery speed and – if the current projection is correct – it will be able to reach the projected delivery target.
4. The strengthened control systems and procedures have now had time to become an integrated part of how the Fund works and although these demands put more pressure on the secretariat, they are also difficult to roll back.

The COWI Quality Assurance Team also made recommendations:

1. At the impact level, Development Partners expect BUSAC Fund to continue operating nationwide and tackle strategic issues to improve Business Environment;
2. BUSAC communication require constant attention to ensure that the key messages and information reach target groups (DANIDA, USAID);
3. Administrative burden and tight procedures to reduce financial risks slow the speed in disbursements;
4. Ensure that BUSAC are constantly in the minds of clients and stakeholders;
5. Continue identifying key nation-wide policy issues and partners – similar to the local content study – and contribute to the overall business enabling environment agenda and national strategic issues;
6. Consider exit and get clarity on host institution take-over of BUSAC Fund;
7. Revise the outputs to ensure they will be realistic in 2019 - 2020, given the exit of the EU and reduction of funds; and
8. Set up regular meetings between the Fund Manager and Royal Danish Embassy (RDE) to discuss issues of strategic and national interest where RDE could help promote an agenda or on advocacy issues where RDE could use its contacts with national institutions to help promote change in e.g. legislation, administration, etc.

6.2 MID-TERM REVIEW: FINDINGS AND RECOMMENDATIONS

Mid-Term Review was carried out in November 5 - 15 2018. The objective of the Mid-Term Review (MTR) was to provide the Danish Embassy with: a) an assessment of the progress and performance of the SPSD III and its management as a whole b) an assessment of the performance of BUSAC III, SDF and the GCIC, as well as c) recommendations as to how best to phase out and close the SPSD III over the remaining two years of the programme.

The major findings related to the BUSAC fund performance were as follows:

1. Grant size and grantee contribution: For W1, the grant does not always suffice to carry out the planned activities. For W2 and W4, the 20% grantee upfront co-funding seems to be a burden to many grantees.
2. Danida and USAID: need to intensify follow-up on ongoing advocacy actions through media campaigns, public meetings, social media etc.
3. BUSAC has had considerable success in commissioning studies on key private sector issues: Local Content report.
4. Crucial topics need in-depth investigation and attention on for example land acquisition, public-private partnerships, import/export rules and regulations, and labour market stability.
5. BUSAC M&E system focus at output level and no systematic monitoring at outcome level. As part of the restructuring of the SPSD III monitoring system and routines, BUSAC should start to monitor outcome level.
6. With regard to sustainability, the EU will exit BUSAC Fund Phase III at the end of 2018 and USAID will also cease funding BUSAC at the end of 2020.

The Mid-Term Review Team made three (3) key recommendations based on the findings. The recommendations were:

7. BUSAC Fund's Management to prepare a detailed costed roadmap for the last two years of the Fund's existence:
 - a. Completion and implementation of ongoing advocacy initiatives,
 - b. Consolidation of the existing PPD platforms and
 - c. Commission research on selected issues critical for the investment and general business climate.
8. Increase ceiling for W1 (district, community and rapid response) to GHS 100,000. Reduce counterpart funding for W2 (national business advocacy) and W4 (post-advocacy) to 15%.
9. Sustainability/Host organisations: it will not be realistic to identify a future host institution for BUSAC given the time left. Therefore, BUSAC to focus on strengthening the capacity of its PSO partners for them to continue evidence-based advocacy on their own.

6.3 ANNUAL FINANCIAL AUDITS OF BUSAC FUND ACTIVITIES

In the course of the first half year, the Secretariat sent two (2) Requests for Proposals covering the following audit periods:

1. BUSAC II audit covering the reporting period of the first half year of 2016 (January – June 2016)
2. BUSAC III for the reporting period of 1st July, 2016 to December 2017. There are eighty-three (83) Grants that were contracted under BUSAC III most of which started by end of 2017.

The draft Terms of Reference for the selection of external auditors for each of the above mentioned audits was prepared, and sent to Danida for comments and approval.

Following discussions with Danida, the Secretariat noted that expenses related to Transitional Grants that would fall after 1st July, 2016 would be part of BUSAC III.

6.2.1 BUSAC II audit

For the BUSAC II audit, PwC was selected and began the audit process on June 4, 2018 and submitted an audited financial report for the first half year of 2016.

In the opinion of the auditors, the financial statements for the half year provided a true and fair view of the statement of cash receipts and payments for the period. The Management letter identified some minor deficiencies related to internal control that needed to be adjusted. following the management letter, the Secretariat implemented measures to adjust to the recommendations by the auditors.

6.2.2 BUSAC III 2016/2017 audit

For the BUSAC III audit, Deloitte & Touche was selected to audit the period for the period July 1, 2016 to December 31, 2017. The audit was carried out immediately after the BUSAC II audit, in the period end July to end September.

In the opinion of the auditors, the financial statements gave a true and fair view of the statement of cash receipts and payments for the 18 months period to 31 December 2017 ended. The Management letter made some observations and recommendations to the Secretariat on control issues most of which were of low and medium significance. There were no observations related to grantee financial reporting.

7.0 FINANCIAL STATUS FOR FIRST HALF YEAR 2018

7.1 BUDGET FOR THE YEAR 2018

The total approved budget for 2018 was GHS 26,854,443 of which GHS 17,518,682 budgeted for 2018 activities and GHS 9,335,761 for 2017 outstanding commitments.

Table 6: Total Budget for 2018

#	ACTIVITIES	2018 Outstanding Commitments	2018 Budget for Planned activities	Total 2018 Budget Allocation
		31.12.2017 GHS	GHS	GHS
1	W.1: District and community level advocacy actions	1,670,907	3,250,000	4,920,907
2	W.2: National Business Advocacy Grants (*)	2,532,548	3,000,000	5,532,548
3	W.3: Public-Private Dialogue Platforms created	230,387	1,660,000	1,890,387
4	W.4: Post advocacy undertakings	2,290,588	2,500,000	4,790,588
5	W.5: PSO membership services	2,007,301	4,480,000	6,487,301
6	Capacity of institutional host and partnership organization to provide evidence on private sector issues	-	200,000	200,000
7	Grant M&E, training	604,030	1,586,122	2,190,152
8	Outreach	-	597,560	597,560
9	Steering Committee Expenses	-	175,000	175,000
10	Audit expenses, Bank charges etc. (**)	-	70,000	70,000
	Total	9,335,761	17,518,682	26,854,443

(*) *The original title in the project document is Capacity of PSOs to undertake advocacy activities. The title was modified in the 1st DP meeting as it did not reflect the purpose of the facility.*

7.2 FINANCIAL RECEIPTS

The figures in the tables presented in the following sections were compiled as of 31st December, 2018.

These figures should be considered preliminary as the Secretariat is still receiving additional financial documentation for activities implemented in 2018 in the course of the first quarter of 2019.

The audit of the 2018 Financial Year would update the figures presented below.

Table 7: BUSAC III Funds Receipts

1 st July 2016 to 31 st December 2018 (in GHS)			
Description	Previous receipts July 2016 December 2017	Receipts in 2018 (01.01.2018 31.12.2018)	Total funds received as of 31.12.2018
Danida (*)	9.249.815	6.450.000	15.699.815
Grantees & other deposits	1.293.280	951.045	2.244.325
Interest Income	264.763	44.356	309.119
TOTAL:	10.807.858	7.445.401	18.253.259

7.3 OVERVIEW OF FUND EXPENDITURES

7.3.1 Expenditures in the First Half Year 2018

Below is an overview of the fund expenditures in the period January 1 – December 31 2018.

Table 8: Planned Versus Actual Results in 2018

CATEGORY	2018			
	Budget	Payments	Reported (**)	2018 (***) Commitments
	(GHS)	(GHS)	(GHS)	(GHS)
1. Total Grants (*)	15.090.000	7.479.357	8.921.006	14.388.850
2. Grant M&E & training	1.586.122	1.779.672	1.779.672	-
3. Outreach	597.560	124.410	124.410	-
4. Steering Committee Expenses	175.000	107.790	107.790	-
5. Audit Expenses Bank Charges etc.	70.000	94.045	94.045	-
Total	17.518.682	9.585.274	11.026.923	14.388.850

(*) The amount relates to BUSAC share of approved grants

(**) the amount reported may be higher than disbursed as some grants are based on reimbursing modality

(***) This amount reflects the total Grant contracts after due diligence and financial risk rating process

In the period January 1 to December 31 disbursements and actual expenditures have been incurred as presented in the table below:

Table 9: BUSAC III Grant Related Expenditures - year 2018

DETAILED BREAKDOWN OF GRANT M&E, TRAINING RELATED EXPENDITURE FROM 1ST JANUARY 2018 TO 31 DECEMBER 2018 (IN GHS)				
Grant M&E, training	BUDGET 2018	COMMITTED	TOTAL DISBURSEMENT	ACTUAL EXPENDITURES REPORTED
W.1: District and community level advocacy actions	3.250.000	2.930.239	1.046.242	1.264.406
W.2: National Business Advocacy Grants (*)	3.000.000	6.747.749	1.607.522	1.400.923
W.3: Public-Private Dialogue Platforms created	1.660.000	859.066	92.475	210.923
W.4: Post advocacy undertakings	2.500.000	1.763.028	905.528	847.213
W.5: PSO membership services	4.480.000	2.088.768	3.827.590	5.197.541
Capacity of institutional host and partnership organization to provide evidence on private sector issues	200.000	-	-	-
Total Grants	15.090.000	14.388.850	7.479.357	8.921.006
M&E, training	1.586.122	-	1.779.672	1.779.672
Outreach	597.560	-	124.410	124.410
Steering Committee Expenses	175.000	-	107.790	107.790
Audit Expenses, Bank Charges etc	70.000	-	94.045	94.045
TOTAL:	17.518.682	14.388.850	9.585.274	11.026.923

7.3.2 Cumulative Grant Related Expenditure (as of June 30, 2018)

The cumulative Grant related expenditures for the financial year 2017 and first half year 2018 are presented below. As of June 30 2018, the total Fund engagement is **GHS 13.814.343** of which Total Grants expenditures amounted to **GHS 8,921.006**.

Table 10: BUSAC III - Cumulative Grant Related Expenditure

#	DESCRIPTION (as of December 31 2018)	2018
	W.1: District and community level advocacy actions	1.264.406
	W.2: Capacity of PSOs to undertake advocacy activities	1.400.923
	W.3: Public-Private Dialogue Platforms created	210.923
	W.4: Post advocacy undertakings	847.213
	W.5: PSO membership services	5.197.541
	Capacity of institutional host and partnership organization to provide evidence on private sector issues	-
1	Total Grants	8.921.006
2	Grant M&E, training Commitments	1.779.672
3	Outreach	124.410
4	Steering Committee Expenses	107.790
5	Audit expenses, Bank charges etc.	94.045
	Yearly Fund Engagement	11.026.923
	Total Fund Engagement up to 31 December 2018	13.814.343

7.4 OVERVIEW OF COMMITMENTS

Commitments by the BUSAC Fund consist of Grants and M&E service contracts with monitors that are based on the grants approved and under implementation.

The balance of grant commitments as of end 2018 are computed in the table below:

Table 11: Balance of M&E Commitments as of June 30 2018

M&E Payments breakdown (in GHS)	Outstanding Commitments 1st Jan. 2018	New Commitments Q1 + Q2	Disbursements Q1 + Q2 2018	Balance of commitments 30 June 2018
Approved Grants - 2017	604.030	-	236.443	367.587
Approved Grants - First half 2018		839.109	427.417	411.692
Total	604.030	839.109	663.860	779.279

7.5 REQUEST FOR FUNDS

In the course of the year, the Secretariat will need to request additional funds from DANIDA to ensure the availability of funds. From the table below, the Secretariat will carry out a request for additional funds in the course of the second half year of 2018.

Table 12: Timing for additional requests for Funds

All figures in GHS	2018	Balance
Balance as of 31.12.2017		7.108.230
19.09.2018	4.450.000	
10.12.2018	2.000.000	
Total Funds Requested in 2018	6.450.000	
Balance as of 31.12.2018		1.099.593
Balance as of 31.12.2017		7.108.230

8.0 APPENDICES

APPENDIX I – GRANTEE TRAINING SESSIONS HELD IN 2018

Overview of Grantee “Why and How to Advocate” training sessions

#	Date for training	Name of Association(s)
1.	17-20/04/2018	#32-027 ACA (African Cashew Alliance)
2.	12 – 15/06/2018	#32-102 NSTA (Northern Sector Timber Association)
3.	20 – 23/06/2018	#32-097 GPN (Ghana Permaculture Network) #32-107 GHONE (Global Hand on Natural Environmental Care)
4.	11 – 14/07/2018	#31-232 UPWFCSL (Unity And Progressive Women Farmers' Co-Operative Society Limited) #34-075 HOLIFE
5.	31/07 – 03/08/2018	#31-245 BAMGA (Brong Ahafo Maize Growers Association) #31-246 UBA – BA (Unity Beekeepers Association Brong Ahafo) #32-113 BACBA (Brong Ahafo Coalition Of Businesses Association)
6.	24 – 25/10/2018	#32-110 AGI-GRIPE (Association of Ghana Industries (AGI) - Ghana Recycling Initiative by Private Enterprises)
7.	30/10 – 02/11/2018	#32-089 ARSOG (Audio-visual Rights Society of Ghana)
8.	10 – 13/11/2018	#32-2-076 TSG (Tourism Society of Ghana)
9.	13 – 16/11/2018	#32-2-006 AGRITA (Agribusiness and Trade Association)
10.	19 – 22/11/2018	#32-2-051 GYPEA (Ghana Yam Producers and Exporters Association)
11.	20 – 23/11/2018	#32-2-040 AGRICOOPS (Ghana Cooperative Agricultural Producers and Marketing Association)
12.	21 – 24/11/2018	#31-2-031 NorthCode (Coalition for Development of Northern Ghana) #31-2-037 Fodaan (Fodaan Foundation in Coalition with Tisomleeb Cooperative Farmers League) #31-2-098 PLG (Peace for Life Ghana)
13.	26 – 29/11/2018	#31-2-004 APROPFA (Adansi Progressive Poultry Farmers Association)
14.	26 – 29/11/2018	#32-2-092 GNAD (Ghana National Association of the Deaf)
15.	27 – 30/11/2018	#32-2-003 ANI (Africa Needs International) #31-2-001 AORTDA (Abossey Okai Round About Tyre Dealers Association)
16.	3 – 6/12/2018	#32-2-004 AHEFS Agency for Health and Food Security
17.	3 – 6/12/2018	#31-2-007 AWA (Ae - Enbise Women Association) #31-2-052 MF Meta Foundation #31-2-075 SEEV-Ghana Seed for Economic Empowerment of the Vulnerable (SEEV-Ghana)
18.	3 – 6/12/2018	#32-2-011 ACCFMUL (Assinman Co-Operative Cocoa Farmers And Marketing Union Ltd)
19.	3 – 6/12/2018	#32-2-017 BAG (Biogas Association of Ghana)
20.	7 -10/12/2018	#31-2-015 AKCFA (Assin Kushea Cocoa Farmers Association)
21.	8 – 11/12/2018	#32-2-050 GVMTA (Ghana Veterinary Medical Technicians Association)
22.	11 – 14/12/2018	#32-2-027 CLG (CropLife Ghana)
23.	12 – 15/12/2018	#31-2-017 ACAP (Asuogya Cooperative Agro Processing)
24.	12 – 15/12/2018	#31-2-034 EGA (Eureka Garages Association)
25.	12 – 15/12/2018	#31-2-048 KNK (Kantro Mmaa Nkabom Kuo)
26.	15 – 18/12/2018	#31-2-046 HCF (Holy City Foundation)
27.	18 – 21/12/2018	#32-2-036 GHACCO (Ghana Alliance for Clean Cookstoves)
28.	18 – 21/12/2018	#32-2-073 SEF (Save Our Environment Foundation)
29.	18 – 21/12/2018	#31-2-099 SKGK (Sanyiga Kasena Gavara Kara CREMA)
30.	18 – 21/12/2018	#32-2-083 YARO (Youth Advocacy on Rights and Opportunities)

Overview of "Financial Management" training sessions held for Call 1 Grantees

#	Date for Training	Name of Association(s)
1.	15 - 16/06/2018	#31-023 ONDOA (Offinso North District Business Owners Association) #31-037 YCFA (Yam and Cassava Farmers Association, Akumadan) #31-132 BAMFA (Brong Ahafo Mushroom Farmers Association) #31-135 CBA (Coalition of Beekeepers Associations) #32-011 GACTACC (Ghana Association of Commercial Tree Growers and Cash Crops)
2.	18 - 19/06/2018	#31-018 KFA (Kroye Farmers Association) #31-168 ATEBA (Atebubu-Amantin District Beekeepers Association) #31-245 BAMGA (Brong Ahafo Maize Growers Association) #31-246 UBA-BA (Unity Beekeepers Association Brong Ahafo) #32-016 KMFA (Kintampo Mango Farmers Association)
3.	28 - 29/06/2018	#32-009 GHAFTRAM (Ghana Federation of Traditional Medicine Practitioners Associations) #32-027 ACA (African Cashew Alliance) #32-038 GYEM (Ghana Youth Environmental Movement) #32-077 COFA (Cocoa Organic Farmers Association)
4.	28 - 29/06/2018	#31-079 ZALDA (Zanlerigu Langube Development Association) #31-083 ADSFA (Aanaanore Dry Season Farmers Association) #31-087 TANDA (Bongo-Tankoo Noyine Co- Operative Farmers Society Limited) #31-116 OG (Open Ghana) #31-124 TYGFC (Tampola Young Generation Farmers' Cooperative)
5.	29 - 30/06/2018	#31-053 BPSA (Bisab Producers and Sellers Association) #31-208 OKMRA (Odupong Kpehe Market Retailers Association) #34-011 ESPGA (Ekumfi Srafa Pineapple Growers Association) #34-051 GTCA-CR (Ghana Traditional Caterers Association)
6.	2 - 3/07/2018	#31-021 NORWDA (Northern Rural Women Development Association) #31-077 TICOFAMU (Tikarinungu Cooperative Farmers and Marketing Union) #31-217 YTSNP (Yumya Taba Shea Nut Processers) #31-118 PAS-S (Presbyterian Agriculture Station - Sandema) #34-006 CAOFA (Coalition for the Advancement of Organic Farming)
7.	2 - 3/07/2018	#31- 006 BSIFF (Black Star International Film Institute) #31-019 MANGROVE #31-188 GHAPROHA (Ghana Progressive Hotels Association) #32-015 CIBA (Council of Indigenous Business Associations)
8.	4 - 5/07/2018	#32-017 LISAG (Licensed Surveyors Association of Ghana) #32-021 VWN (Vision World Network, Accra) #34-016 GhIE (Ghana Institution of Engineers, Accra) #34-050 ICCG (International Chamber of Commerce Ghana) #34-057 GAG (Ghana Actors' Guild)
9.	5 - 6/07/2018	#32-089 ARSOG (Audiovisual Rights Society of Ghana) #34-072 GROTEU (Ghana Root Crops and Tubers Exporters Union) #34-073 GAFA (Ghana Assorted Foodstuff Exporters Association) #34-077 GRIB (Ghana Rice Inter-Professional Body)
10.	5 - 6/7/2018	#31-046 HM (Hen Mpoano) #31-072 FTFSA (Family Tradition Fish Smokers Association) #31-144 JPFA (Juaboso Poultry Farmers Association)
11.	9 - 10/7/2018	#31-004 GHAG (Ghanecare/Aid Germany) #31-043 DWG (Dakompilayiri Women Group) #31-126 TIMHA (Tiborataa Mental Health Association) #31-232 UPWFCSL (Unity and Progressive Women Cooperative Society Ltd.)

		#34-075 HOLIFE
12.	11 - 12/07/2018	#31-237 ASSFIN (Association of Financial NGOs) #31-247 GIMPA (GIMPA-Gender Center) #34-012 GAMLS (Ghana Association of Medical Laboratory Scientists) #34-027 GBPA (Ghana Book Publishers Association)
13.	11 - 12/07/2018	#31-042 CHA (Conservative Hairdressers' Association) #31-098 GSPD (Ghana Society of the Physically Disabled) #31-120 PCFA (Progressive Cashew Farmers' Association) #32-070 TMGTA (Techiman Maize Growers and Traders Association)
14.	13 - 14/07/2018	#32-097 GPN (Ghana Permaculture Network) #32-102 NSTA (Northern Sector Timber Association) #32-107 GHONEC (Global Hand On National Environmental Care) #32-113 BACBA (Brong Ahafo Coalition of Business Associations) #34-032 GPRTU-Bechem (Ghana Private Road Transport Union - Bechem)
15.	17- 18/07/2018	#31-040 ZC (Zocoffams Cooperative) #31-102 JYG (Jaksally Youth Group) #31-179 DFWC (Development Frontiers Women's Cooperative) #32-051 GAIDA (Ghana Agri Input Dealers Association - NR) #34-024 SNG (Shea Network Ghana)
16.	24 - 25/07/2018	#31-002 ABCDE (African Business Center for Developing Education) #31-007 AGI-CS (AGI Construction Sector) #32-064 ESPA (Environmental Service Providers Association) #34-008 CUTS (CUTS international)
17.	24 - 25/07/2018	#31-201 NWA (Nhyira Women Association) #32-019 NUACA (National Union of Aquaculture Associations) #32-018 NARRA (National Reuse and Recyclers Association)
18.	26 - 27/07/2018	#34-029 TOUGH (Tour Operators Union of Ghana) #34-076 GNAPF (Ghana National Association of Poultry Farmers) #34-074 JAK-F (John A. Kufuor Foundation of Ghana) #34-079 GARIA) Ghana Association of Restructuring and Insolvency Advisors
19.	30-7 - 01 -8/2018	#32-003 APFOG (Apex Farmers Organisation of Ghana) #34-003 ABCECG (Association of Building and Civil Engineers of Ghana) #34-052 HISPAG (Health Insurance Service Providers' Association) #34-053 IEA (Institute of Economic Affairs)
20.	31-7 - 01-8/ 2018	#31-016 ESCDT (Enterprise Support and Community Development Trust) #32-069 GFAP (Ghana Federation of Agricultural Producers) #34-009 DAA (Development Action Association) #34-028 PFAG (Peasant Farmers Association of Ghana) #34-061 GPMA (Ghana Plastic Manufacturers Association)
21.	1 - 3/08/2018	#32-010 GAPTO (Ghana Agricultural Producers and Traders Organisation) #32-012 FGGJA (Federation of Goldsmiths and Jewellers Association) #32-110 AGI-GRIPE (Association of Ghana Industries (AGI)-Ghana Recycling Initiative by Private Enterprises)

Overview of "Financial Management" training sessions held for Call 2 Grantees

#	Date for training	Name of Association(s)
1.	22 - 23/10/2018	#32-2-092 GNAD (Ghana National Association of the Deaf) #32-109 GEA (Ghana Employers Association) #32-2-076 TSG (Tourism Society of Ghana) #34-078 AAG (Advertising Association Ghana)
2.	15 - 16/10/2018	#32-2-032 GAWU (General Agricultural Workers Union) #32-2-036 GHACCO (Ghana Alliance For Clean Cook Stoves) #32-2-040 AGRICOOPS (Ghana Cooperative Agricultural Producers And Marketing Association)
3.	17 - 18/10/2018	#32-2-048 GHATOF (Ghana Tourism Federation) #32-2-050 VEMTAG (Ghana Veterinary Medical Technicians Association) #32-2-051 GYPEA (Ghana Yam Producers And Exporters Association)
4.	28 - 30/10/2018	#31-2-004 APROPFA (Adansi Progressive Poultry Farmers Association), #32-2-006 AGRITA (Agribusiness and Trade Association) #32-2-004 AHEFS (Agency for Health and Food Security)
5.	25 - 26/10/2018	#31-2-034 EGA (Eureka Garages Association) #31-2-048 KNK (Kantro Mmaa Nkabom Kuo) #32-2-073 SEF (Save Our Environment Foundation)
6.	30 - 31/10/2018	#31-2-001 AORTDA (Abossey Okai Roundabout Tyre Dealers Association) #31-249 ICEG (Institute of Chartered Economist Ghana) #32-2-002 APGA (Adeiso Pineapple Growers Association)
7.	1 - 2/11/2018	#32-2-003 ANI (Africa Needs International) #32-2-017 BAG (Biogas Association of Ghana) #32-2-027 CLG (Crop life Ghana)
8.	14 - 15/11/2018	#32-2-011 ACCFMUL (Assinman Cooperative Cocoa Farmers and Marketing Society Limited) #31-2-015 AKCCFS (Assin Kushea Cooperative Cocoa Farmers Society) #31-2-030 CEWEFIA (Central and Western Fishmongers Improvement Association)
9.	6 - 7/11/2018	#31-2-031 NORTHCODE (Coalition for Development of Northern Ghana) #31-2-037 FOADAAN (Foadaan Foundation in Coalition with Tisomleeb Cooperative Farmers League) #31-2-098 PLG (Peace for Life Ghana)
10.	8 - 9/11/2018	#31-2-007 AWA (Ae-Ebise Women Association) #31-2-052 MF (META Foundation) #31-2-075 SEEV (Seed for Economic Empowerment of the Vulnerable)

APPENDIX II – CALLS #1 & #2 GRANT CONTRACTS FOR WINDOW 1-5**List of Call #1 Contracts****Call #1: Window 1 - Rapid Response Grants**

GRANTEE ID	Name	BUSAC Share
#31-001 GPMA	Ghana Plastic Manufacturers Association	48,285
#31-002 ABCDE	African Business Centre for Developing Education	47,864
#31-003 CEDI	Community and Entrepreneurial Development Initiative	18,909
#31-006 BSIFF	Black Star International Film Institute (Festival)	49,282
#31-007 AGI-CS	AGI Construction Sector	46,116
#31-234 AGI-CS	AGI Construction Sector	40,125
#31-236 GREDA	Ghana Real Estate Developers Association	20,341
#31-237 ASSFIN	Association of Financial NGOs	46,919
#31-243 EBO	European Business Organization Ghana	49,518
#31-248 ABCDE	African Business Centre for Developing Education.	49,896
Total		417,255

Call #1: Window 1 – District and community level Advocacy

GRANTEE ID	Name	BUSAC Share
#31-004 GHAG	GHANECare/ALD Germany	79,711
#31-016 ESCDT	Enterprise Support and Community Development Trust	79,977
#31-018 KFA	Kroye Farmers Association	64,733
#31-019 Mangrove	Mangrove	71,622
#31-021 NORWDA	Northern Rural Women Development Association	66,159
#31-023 ONDOA	Offinso North District Business Owners Association	67,842
#31-035 VWNHM	Vision World Network & Hen Mpoano	72,482
#31-037 YCFA	Yam and Cassava Farmers Association Akumadan	68,853
#31-040 ZC	Zocoffams Cooperative	67,615
#31-042 CHA	Consercative Hair Dressers Association (CHA)	66,566
#31-043 DWG	Dakomplayiri Women Group	66,559
#31-046 HM	Hen Mpoano	71,990
#31-053 BPSA	Bisab Producers and Sellers Association	83,916
#31-072 FTFSA	Family Tradition Fish Smokers Association	77,585
#31-077 TCFMU	Tikarinongo Cooperative Farming and Marketing Union	79,711
#31-079 ZALDA	Zanlerigu Langube Development Association	71,111
#31-083 ANADSFA	Anaanore Dry Season Farmers Association	76,451
#31-087 TANDA	Bongo-Tankoo Noyine Co-Operative Farmers Society Limited	71,300

#31-098 GSPD	Ghana Society of Physically Disabled	63,173
#31-102 JYG	Jaksally Youth Group	78,908
#31-116 OG	Open Ghana	67,530
#31-118 PAS-S	Presbyterian Agriculture Station - Sandema	66,585
#31-120 PCFA	Progressive Cashew Farmers Association	66,528
#31-124 Tampola	Tampola Young Generation Farmers' Cooperative	79,711
#31-126 TIMHA	Tiborataa Mental Health Association	70,818
#31-128 TOUGHAVR	Volta Regional Tour Operators Union of Ghana	71,773
#31-132 BAMFA	Brong Ahafo Mushroom Farmers Association (BAMFA)	71,404
#31-135 CBA	Coalition of Beekeepers Association	70,431
#31-144 JPFA	Juaboso Poultry Farmers Association	52,268
#31-168 ATEBA	Attebubu -Amantin District Beekeepers Association	63,438
#31-179 DFWC	Development Frontiers Women Cooperative	70,446
#31-188 GHAPROHA	Ghana Progressive Hotels Association (GHAPROHA - Tema)	73,899
#31-201 NWA	Nhyira Women Association	75,444
#31-208 OMRA	OdupongKpehe Market Retailers Association	79,144
#31-214 VBCFA	Vortuame Battor Community Farmers Association	79,768
#31-217 YTSNP	Yumya Taba Shea Nut Processers	69,448
#31-232 UPWFCSL	Unity and Progressive Women Farmers' Cooperative Society Limited	77,065
#31-245 BAMGA	Brong Ahafo Maize Growers Association	75,789
#31-246 UBA-BA	Unity Beekeepers Association Brong Ahafo	72,293
#31-247 GIMPA	Ghana Institute of Management and Public Administration (GIMPA)	74,881
Total		2,874,923

Call 1 – Window 2 – National Advocacy Grants

GRANTEE ID	Name	BUSAC Share
#32-003 APFOG	Apex Farmers Organization of Ghana	136,567
#32-004 AGI-CS	AGI Construction Sector	109,368
#32-009 GHAFTRAM	Ghana Federation of Traditional Medicine Practitioners Associations (GHAFTRAM)	158,796
#32-010 GAPTO	Ghana Agricultural Producers and Traders Organization	146,338
#32-011 GACTACC	Ghana Association of Commercial Tree Growers and Cash Crops	140,574
#32-012 FGGJA	Federation of Ghana Goldsmiths & Jewellers Association	157,787
#32-015 CIBA	Council of Indigenous Business Association	68,880
#32-016 KMFA	Kintampo Mango Farmers Association	108,667
#32-017 LISAG	Licensed Surveyors Association of Ghana	158,945
#32-018 NARRA	National Reuse and Recyclers Association (NARRA)	156,289
#32-019 NUACA	National Union of Aquaculture Associations	152,887
#32-021 VWN	Vision World Network	98,490
#32-027 ACA	African Cashew Alliance (ACA)	172,074
#32-038 GYEM	Ghana Youth Environmental Movement	60,690
#32-051 GAIDA	Ghana Agri Input Dealers Association-N/R	128,990
#32-064 ESPA	Environmental Service Providers Association	157,778
#32-069 GFAP	Ghana Federation of Agriculture Producers	142,691
#32-070 TMGTA	Techiman Maize Growers and Traders Association	119,343
#32-077 COFA	Cocoa Organic Farmers Association (COFA)	158,624
#32-089 ARSOG	Audiovisual Rights Society of Ghana (ARSOG)	156,753
#32-097 GPN	Ghana Permaculture Network	142,632
#32-102 NSTA	Northern Sector Timber Association	161,096
#32-107 GHONEC	Global Hand on Natural Environmental Care	182,784
#32-110 AGI GRIPE	Association of Ghana Industries (AGI) - Ghana Recycling Initiative by Private Enterprises (GRIPE)	117,381
#32-113 BACBA	Brong Ahafo Coalition of Businesses Association	141,078
Total		3,435,502

Call #1: Window 3 – Public Private Dialogue

GRANTEE ID	Name	BUSAC Share
#33-002 AGI-CS	Association of Ghana Industries	240,387
Total		240,387

Call #1: Window 4 – Post Advocacy Undertakings

GRANTEE ID	Name	BUSAC Share
#34-003 ABCECG	Association of Building Civil Engineering Contractors of Ghana	120,683
#34-006 COFA	Coalition for the Advancement of Organic Farming	113,518
#34-008 CUTS	CUTS Accra	81,631
#34-009 DAA	Development Action Association	92,954
#34-011 ESPGA	Ekumfi Srafa Pineapple Growers Association	76,062
#34-012 GAMLS	Ghana Association of Medical Laboratory Scientists	103,872
#34-016 GhIE	Ghana Institution of Engineers	84,504
#34-024 SNG	Shea Network Ghana	140,978
#34-027 GBPA	Ghana Book Publishers Association	98,977
#34-028 PFAG	Peasant Farmers Association of Ghana	101,556
#34-029 TOUGHA	Tour Operators Union of Ghana	89,250
#34-032 GPRTU-Bechem	Ghana Private Road Transport Union Bechem Taxi Branch	46,267
#34-036 ESPA	Environmental Service Providers Association	96,302
#34-045 GFD-Ash	Ghana Federation of Disability Organisations	59,052
#34-046 CIBA	Council of Indigenous Business Associations	92,526
#34-050 ICCG	International Chamber of Commerce Ghana	69,048
#34-051 GTCA-CR	Ghana Traditional Caterers Association - GTCA-CR	106,691
#34-052 HISPAG	Health Insurance Service Providers Association of Ghana	105,168
#34-053 IEA	Institute of Economic Affairs	139,684
#34-057 GAG	Ghana Actors' Guild	111,149
#34-061 GPMA	Ghana Plastic Manufacturers Association	109,794
#34-072 GROTEU	Ghana Root Crops and Tubers Exporters Union	111,443
#34-073 GAFA	Ghana Assorted Foodstuff Exporters Association	105,962
#34-074 JAK-F	John A. Kufuor Foundation	107,184
#34-075 HOLIFE	House of Liberation for Empwerment	99,036
#34-076 GNAPF	Ghana National Association of Poultry Farmers	54,432
#34-077 GRIB	Ghana Rice Inter-Professional Body	86,083
#34-078 AAG	Advertising Association of Ghana	131,510
#34-079 GARIA	Ghana Association of Restructuring and Insolvency Advisors	108,846
Total		2,844,163

Call #2: Window 5 – PSO Membership Services

GRANTEE ID	Name	BUSAC Share
#35-001 OG	Open Ghana	32,802
#35-006 MF	META Foundation	49,106
#35-007 ROFPA	Rural Organic Farmers & Food Processors Association (ROFPA)	43,999
#35-009 ASSI	Association of Small Scale Industries	49,644
#35-013 GHAG	GHANECare/ALD Germany (GHAG)	49,980
#35-015 BYA	BECOM Youth Association	34,440
#35-016 NRFA	Northern Region Farmers Association	38,892
#35-017 SPINNET	SPINnet Textile and Garment Cluster	42,966
#35-022 SFA	Sheirigu Farmers Association	49,224
#35-025 GTCA	Ghana Traditional Caterers Association	36,708
#35-027 GNAGM	Ghana National Association of Garment Makers (GNAGM)	49,412
#35-028 GTLC	Ghana Trade and Livelihood Coalition	49,560
#35-029 MFEA	Mushroom Farmers and Exporters Association of Ghana	43,655
#35-030 GBA	Ghana Beekeepers Association (GBA)	45,570
#35-031 PEF	Private Enterprise Federation	37,380
#35-034 EGEVFA	Eastern Gomoa Export Vegetable Farmers Association	49,056
#35-036 GNAPF	Ghana National Association of Poultry Farmers	49,896
#35-041 NBA	National Beekeepers Association	39,480
#35-043 BYA	Bemcom Youth Association	20,958
#35-046 APPLE	Association of People for Practical Life Education (APPLE)	36,036
#35-047 SP	Savannah Plus	47,922
#35-048 SWA	Songtaa Women Association	47,922
#35-053 OMRA	Odupongkpehe Market Retailers Association	44,100
#35-055 CAOF	Coalition for the Advancement of Organic Farming (CAOF)	21,168
#35-056 ABCECG	Association of Building and Civil Engineering Contractors of Ghana	30,996
#35-057 KMFA	Kintampo Mango Farmers Association	17,976
#35-059 RPF	Rosh Pinnah Café and Rosh Pinnah Foundation	18,992
#35-060 AAG	Artisans Association of Ghana (AAG)	43,690
#35-070 TUDRIDP	Tumu Deanery Rural Integrated Development Program	41,412
#35-071 GAWU	General Agricultural Workers' Union of Ghana	49,980
#35-072 CCRCCI	Cape Coast Regional Chamber of Commerce and Industry	35,280
#35-073 CCRCCI	Cape Coast Regional Chamber of Commerce and Industry	36,204
#35-075 KCYMA	Kintampo Co-Operative Yam Producers And Marketing Association.	48,972
#35-076 ZBMCS	Zangum Bangmaringu Multi-Purpose Cooperative Society	49,308
#35-077 AYA	Akanyeleye Yirepogsi Association	49,686
#35-078 DTCFPMS	Duu Tiligim-Taaba Cooperative Food Production and Marketing Society	49,434

#35-079 CADER	CADER Ghana	49,980
#35-081 COFA	Cocoa Organic Farmers Association	48,972
#35-082 AG	Anongtaaba Ghana	49,896
#35-083 ACYPMSL	Atebubu Co-Operative Yam Producers And Marketing Society Limited	49,392
#35-084 YKWCCPMS	Yeji Konkomba Women Co-operative Crop Producers And Marketing Society (TISURTOR)	48,636
#35-085 AA	Asongtaaba Association	49,476
#35-089 DGACS	Doba Goorom Asakipallgo Cooperative Society	49,980
#35-090 KACFSL	Kaadi- Amitir Cooperative Farmers Society Limited	49,896
#35-091 ZCF	Zuarungu Cooperative Farmers	49,997
#35-092 NSNCFFS	Nayorku Suguru Nyaboda Cooperative Food And Farming Society	49,980
#35-093 TFC	Tikarinongu Farmers' Cooperative	49,728
#35-094 AC	Awedam Cooperative	49,988
#35-095 NFC	Nabiina Farmers' Cooperative	49,896
#35-097 WF	Wilphin Foundation	49,980
#35-098 UWSW	United We Stand Women	49,140
#35-099 TCMS	Tietaa Co-operative and marketing society	49,686
#35-100 KFA	Kojee Farmers Association	49,392
#35-101 BNCMCFPMSL	Bole Nunkpan Christian Mothers Co-operative Food Processing and Marketing Society Limited	49,812
#35-102 CFMSL	St. Cecilia cooperative farming and marketing society limited	49,812
#35-104 FTGN	Fair Trade Ghana Network	49,123
#35-105 GNTDA	Ghana National Tailors and Dressmakers Association (GNTDA)	49,846
#35-106 YWG	Yelwontaa Women Group	49,980
#35-107 YSWG	Yipaala Songtaa Women Group	49,476
#35-108 WHAT	Wealth and Health Therapy (WHAT) Foundation	49,392
Total		2,673,262

Call #2 Contracts

Call #2: Window 1 – Rapid Response Grants

GRANTEE ID	Name	BUSAC Share
#31-249 ICEG	Institute of Chartered Economist Ghana	40,919
Total		40,919

Call #2: Window 1 – District and community level Advocacy

GRANTEE ID	Name	BUSAC Share
#31-2-001 AORTDA	Abossey Okai Round About Tyre Dealers Association	79,895
#31-2-004 APPFA	Adansi Progressive Poultry Farmers Association	67,843
#31-2-006 ACFFA	Adwenepapa Co-Operative Fish Farmers Association	70,620
#31-2-007 AWA	Ae-Ebise Women Association	76,403
#31-2-015 AKCCFSL	Assin Kushea Co-operative Cocoa Farmers Society Ltd	76,188
#31-2-017 ACAP	Asuogya Cooperative Agro Processing	74,797
#31-2-030 CEWEFIA	Central and Western Fishmongers Improvement Association (CEWEFIA)	70,280
#31-2-031 NorthCode	Coalition for Development of Northern Ghana	74,466
#31-2-034 EGA	Eureka Garages Association	70,459
#31-2-037 FF	Foadaan Foundation	77,180
#31-2-046 HCF	Holy City Foundation	79,607
#31—2-047 JM-CoFFMSL	Jangyili Maltiti Co-operative Food Farming and Marketing Society Limited	74,145
#31-2-048 KMNK	Kantro Mmaa Nkabom Kuo	79,730
#31-2-052 MF	META Foundation	79,437
#31-2-063 NORWDA	Northern Rural Women Development Association	56,709
#31-2-065 NCVFMSL	Nyamebikyere Co-Operative Vegetable Farming and Marketing Society Limited	76,358
#31-2-067 OG	Open Ghana	57,513
#31-2-073 RCF	Rural Care Frontiers	79,286
#31-2-075 SEEV-Ghana	Seed for Economic Empowerment of the Vulnerable	74,513
#31-2-083 SWG	Songtaa Women's Group	78,624
#31-2-097 GG	Greenglobe Ghana	79,520
#31-2-098 PLG	Peace for Life Ghana (PLG)	79,597
#31-2-099 SKGK CREMA	Sanyiga Kasena Gavara Kara CREMA	79,626
#31-2-100 OAFA	Ofadaa Asomdwe Farmers Association	78,766
#31-2-112 ASSI-NE	Nzema East Association Of Small Scale Industries (ASSI)	79,078
Total		1,870,638

Call #2: Window 2 – National Advocacy Grants

GRANTEE ID	Name	BUSAC Share
#32-2-002 APGA	Adeiso Pineapple Growers Association	113,492
#32-2-003 ANI	African Needs	138,768
#32-2-004 AHEFS	Agency for Health and Food Security	182,826
#32-2-006 AGRITA	Agribusiness and Trade Association	198,835
#32-2-010 AAG	Artisans Associations of Ghana	187,437
#32-2-011 ACCFMUL	Assinman Co-Operative Cocoa Farmers And Marketing Union Ltd	192,837
#32-2-017 BAG	Biogas Association of Ghana	192,921
#32-2-018 Mangrove	Mangrove	95,592
#32-2-025 COFA	Cocoa Organic Farmers Association (COFA)	183,942
#32-2-027 CLG	Croplife Ghana	156,946
#32-2-029 FePMRUG	Federation of Plastic Manufacturers, Recyclers and Users, Ghana	182,676
#32-2-031 GAMLS	Ghana Association of Medical Laboratory Scientists	187,646
#32-2-032 GAWU	General Agricultural Workers Union (GAWU)	159,037
#32-2-034 VWN	Vision World Network	107,369
#32-2-035 GAIDA	Ghana Agri Input Dealers Association-N/R	113,702
#32-2-036 GHACCO	Ghana Alliance for Clean Cookstoves	174,730
#32-2-040 AGRICOOPS	Ghana Cooperative Agricultural Producers and Marketing Association	181,912
#32-2-048 GHATOF	Ghana Tourism Federation	192,342
#32-2-050 GVMTA	Ghana Veterinary Medical Technicians Association	193,803
#32-2-051 GYPEA	Ghana Yam Producers and Exporters Association	199,726
#32-2-059 ICCG	International Chamber of Commerce Ghana	102,436
#32-2-061 LISAG	Licensed Surveyors Association Of Ghana (LISAG)	191,304
#32-2-065 NARRA	National Reuse And Recyclers Association (NARRA)	137,106
#32-2-073 SEF	Save Our Environment Foundation	165,942
#32-2-076 TSG	Tourism Society Of Ghana	183,172
#32-2-079 FOCAP-GAR	Foundation of Concerned Arts Professional, Greater Accra Branch (FOCAP-GAR)	196,838
#32-2-080 GAG	Ghana Actors' Guild	181,086
#32-2-083 YARO	Youth Advocacy on Rights and Opportunities (YARO)	174,334
#32-2-091 FeToGAS	Federation Of Tomatoes Growers Association of Ghana	158,298
#32-2-092 GNAD	Ghana National Association of the Deaf	79,968
#32-2-098 GFD-Ash	Ghana Federation of the Disabled (Ashanti Region)	161,651
#32-2-099 MUGREAG	Mushroom Growers and Exporters Association of Ghana	188,469
#32-109 GEA	Ghana Employers' Association	139,356
Total		5,396,499

Call #2: Window 3 – Public Private Dialogue

GRANTEE ID	Name	BUSAC Share
#33-200 MOTI	MOTI consultation workshops	145,000
#33-016 BSIFF	Black Star International Film Institute	291,060
#33-018 AGI	Association of Ghana Industries	214,830
Total		650,890

Call #2: Window 4 – Post Advocacy Undertakings

GRANTEE ID	Name	BUSAC Share
#34-2-006 GEA	Ghana Employers' Association	85,428

Call #2: Window 5 – PSO Membership Services

GRANTEE ID	Name	BUSAC Share
#35-2-001 EKFCs	Effiduase Kroye Farmers' Cooperative Society	49,849
#35-2-002 ASMA	Alata Soap Markers Association	49,016
#35-2-003 BCFMSL	Berisung Co-operative Food and Marketing Society Limited	49,266
#35-2-004 BBGFA	Bille-baa Balkedi Garden Farmers Association	49,998
#35-2-005 CAG	Chefs Association of Ghana	49,956
#35-2-006 GNAPF	Ghana National Association of Poultry Farmers	49,982
#35-2-009 KFCS	Kingdom Farmers Cooperative Society	49,856
#35-2-010 KCFFMSL	Kibus Co-operative Food Farming and Marketing Society Limited	49,928
#35-2-011 MBC	MBC Africa	49,930
#35-2-014 WTWCFMSL	Walewale Tisungtaaba Women Cooperative Farming and Marketing Society Ltd	49,696
#35-2-015 FF	Foadaan Foundation	49,904
#35-2-016 SCRSI	Suuma Centre for Rural Support Initiative	49,431
#35-2-018 CMA	Saints Peter and Paul Parish Christian Mothers Association	48,513
#35-2-019 BFW	Birfor Women Association	30,206
#35-2-020 SFGCS	Saboro Farmers and Gardeners' Cooperative Society	49,360
#35-2-021 BKNT	Bachaa-Bia Kaana Nimoro Tigisim	49,165
#35-2-026 NBA	National Beekeepers Association	42,788
#35-2-029 GNCC	Ghana National Chamber of Commerce, Sekondi- Takoradi	32,938
#35-2-034 FOCEP	Foundation for Community Empowerment Programme (FOCEP)	49,948
#35-2-040 AFC	Amawums Farmers' Cooperative	49,906

#35-2-041 ISRD	Innovation for Sustainable Rural Development (ISRD)	47,338
#35-2-044 APFOG	Apex Farmers Organization of Ghana	43,774
#35-2-050 WN	WASHLink Network	49,812
#35-2-075 IYFA	Integrated Youth Farmers Association	48,491
#35-2-047 ZBC	Zampayimu Beekeeping Cooperative	49,948
35-2-048 DTDA	Dunkwa Tailors and Dressmakers Association (DTDA)	41,462
#35-2-052 GNAGM	Ghana National Association of Garment Makers (GNAGM)	48,275
35-2-053 SDFMSL	Songtaa Debr Farmers and Marketing Society Ltd	49,274
#35-2-054 SCFMSL	Songzel Cooperative Farmers and marketing Society Limited	49,948
#35-2-055 TWDA	Tuna Women Development Project	49,512
#35-2-056 SATOCFMSL	Sissala Area Tractor Owners Cooperative Farmers and Marketing Society Limited	49,721
#35-2-057 ACGMA	Assin Citrus Growers and Marketing Association	48,065
#35-2-058 LCS	Lugutua' Cooperative Society	49,948
#35-2-059 TFCA	Teebzo-oya Farmer Co-operative Association	49,473
#35-2-060 NWFTCS	Nayem Women Farmers and Traders Cooperative Society	49,780
#35-2-061 CCP	Suhum Kraboa Coalta District (CCP) Cooperative Cocoa Farmers And Marketing Union	48,290
#35-2-062 ASCCFMUL	Ayesuano-Suhum Cooperative Cocoa Farmers and Marketing Union Limited	49,844
#35-2-064 DCFMSL	Dawulla Co-operative Farmers and Marketing Society Limited	49,553
#35-2-065 SPINNET	SPINnet Textile and Garment Cluster	38,724
#35-2-066 MCFMMA	Milenorvishie Cooperative Fish Mongers Marketing Association	49,604
#35-2-068 NYA	Nkyenoa Youth Association	46,412
#35-2-071 KYBA	Kintampo Youth Butchers Association.	48,016
#35-2-076 KSTCFFMSL	Kpugi Saha Tagra Co-operative Food Farming and Marketing Society Limited	49,286
#35-2-077 TYGFC	Tampola Young Generation Farmers' Cooperative	49,948
#35-2-078 ZCFMSL	Zulewira Cooperative Farmers and Marketing Society Limited	49,553
#35-2-083 MSCFFMSL	Mandari -Sungitaabe Cooperative Food Farming and Marketing Society Limited	49,093
#35-2-086 GTCFMSL	Guabuliga Tirimaara Cooperative Farming and Marketing Society Limited	49,570
#35-2-087 GYA	Gurayataaba Youth Association	49,948
#35-2-088 YEDA	Yelsone Development Association (YEDA)	49,066
#35-2-089 SCA	Songyataaba Cooperative Society	49,486
#35-2-091 SRA	Solid Rock Association	49,501
#35-2-092 ASSI	Association of Small Scale Industries (ASSI)	49,765
#35-2-094 GSPD	Ghana Society Of The Physically Disabled- Atebubu Amantin Branch	48,016
#35-2-096 BSCA	Birim South Carpenters Association	48,814
#35-2-097 SHACFA	Self Help Africa Cashew Farmers –Association (SHACFA)	44,537

#35-2-098 SF	Sungbawiara Foundation	37,961
#35-2-099 TWCFS	Tarikomasongtaba Women Co- Operative Farmers Society	49,738
#35-2-100 GAIDA	Ghana Agri-Input Dealers Association (GAIDA)	24,622
#35-2-101 BYGA	Bomkpena Young Generation Association	49,990
#35-2-104 GEN Ghana	Global Ecovillage Network – Ghana (GEN Ghana)	49,872
#35-2-107 WTCWPMSL	Wulugu Tidulinya Cooperative Woodfuel Producers and Marketing Society Limited	49,948
#35-2-109 KFG	Kuyiyem Farmers Group	49,948
#35-2-118 MP	Manful Piinu	49,278
#35-2-123 NGFA	Nandomle Garden Farmers Association	49,937
#35-2-177 VEPEAG	Vegetables Producers and Exporters Association of Ghana	43,730
#35-2-178 IDC	Integrated Development Centre	48,885
#35-2-179 GHAG	GHANECare/ALD Germany (GHAG)	49,893
#35-2-180 GHONE	Global Hand on Natural Environmental	49,893
#35-2-133 AFA	Akuka Farmers Union	48,656
#35-2-151 JSDTL	Jaksally social development trust limited	37,430
#35-2-153 TG	Trax Ghana	46,025
#35-2-159 BAG	Biogas association of Ghana	48,950
#35-2-161 NSTA	Northern Sector Timber Association	39,641
#35-2-165 MSSOP	Mfantseman Secretarial Services Operators Association	33,889
#35-2-181 GAREB	Ghana Association of Real Estate Brokers	48,653
#35-2-183 MF	META Foundation	49,906
#35-2-185 GNAGM	Ghana National Association Of Garment Makers (Wa branch)	45,876
#35-2-186 TIDA	Timaachab Development Association (TIDA)	49,990
#35-2-187 UFD	United Force for Development	49,997
#35-2-113 ARC	Alliance for Real Change	42,800
#35-2-114 ASSI ER	Association of Small Scale Industries – Eastern Region	49,990
#35-2-115 TAAWCF	Tilli-Azumpung Amohyat Women Co-Operative Farmers	49,752
#35-2-132 SNTWG	Songtaa Nogtaa Taakoneyir Women Group	49,999
#35-2-134 LBA	Leather Bags Manufacturers	49,217
#35-2-145 BSHA	Bannuman Self Help Association	47,466
#35-2-148 GAEE	Ghana Association of Energy Economics	44,512
#35-2-149 CEDS-Ghana	Community Empowerment and Development Systems (CEDS-Ghana)	49,522
#35-2-154 PFA	Putesoma Farmers Association	49,990
#35-2-157 ACEWP-Techiman	Association of Certified Electrical Wiring Professionals Techiman	32,081
#35-2-164 ADSEC	Agri and Development Service Center (ADSEC)	49,476
#35-1	NBSSI Study Tour	97,620
Total		4,356,617