



Mandate Spotlight: 033 Ginigoada PNG

Institutional Strengthening of the Ginigoada Foundation

Location: Papua New Guinea (PNG)
Beneficiaries: Ginigoada Foundation
Consultant: Nordicity, in association with Basix India

Start Date: February 2020
End Date: March 2021
CTIF Contribution: CAD \$111,485

Context

The Ginigoada Foundation (Ginigoada) is a non-governmental organization (NGO) based in Port Moresby, PNG. Created in 2003 and funded in part by donor partners such as the Asia Foundation and Australia's Department of Foreign Affairs and Trade, Ginigoada provides vocational skills training and life coaching for disadvantaged youth and young adults to increase their access to employment in sectors including but not limited to tourism and hospitality, construction, and business management. Ginigoada also assists graduates with securing job placements with local employers. By deepening the pool of employable and skilled labour available to local businesses, Ginigoada therefore contributes to improving the enabling environment for increased trade and investment in PNG. Additionally, the NGO provides access to safe transportation for vulnerable women and youth, thereby removing barriers to their further education and access to income.

In 2017 the foundation offered 23 different program modules in three main locations across the country. Over 11,000 women and men have benefitted from the foundation's training programs. Nevertheless, prior to this TA mandate, the NGO was at a crossroads where its ability to grow and expand its impact was hampered by three key issues: i) a critical need to strengthen internal controls and financial management capabilities; ii) limited technical and financial proposal preparation/grant application skills; and iii) an inability to demonstrate adequate attention to advancing gender equality through its internal policies, procedures, and staff capabilities.



Figure 1: Ginigoada trainees and bus. Source: GF Facebook page

Brief Description of the Mandate

Considering the context above, this CTIF mandate sought to improve its long-term sustainability and impact by strengthening Ginigoada's institutional capabilities in financial management, proposal preparation, and gender-based analysis and social inclusion. More specifically, it set out to achieve the following anticipated results:

- The foundation's finance team is capable of tracking, reconciling, and reporting on its monthly expenditures (actual vs. plan) and accounts in an efficient and timely basis.
- Financial statements presented to management, board and donor stakeholders will be based on accepted accounting practices and be true and accurate representations of the foundation's financial activities.
- Internal financial management policies and handbooks will clearly reflect updated standards and processes and be accessible and understandable to all relevant staff.
- Targeted Ginigoada female and male staff will demonstrate a good understanding of the principles and purposes behind gender-based analysis and how to implement it within their organization, and at least one tool will be in place to enable future staff to apply Gender Based Analysis Plus (GBA+) as well.
- Ginigoada's business development team will demonstrate a stronger understanding of effective proposal preparation/grant application skills and techniques that will increase their ability to attract additional external funding in the future.

Selected Results

This mandate contributed to CTIF’s medium-term objective of increasing the capacity of civil society organizations in the Asia-Pacific region to support their constituencies in areas such as business growth, women’s economic empowerment, market access, access to finance, and responsible business conduct.

In the Ginigoada Foundation’s evaluation of this mandate, its representatives noted the following specific systems adopted, knowledge gained, or skills learned due to this CTIF mandate:

- Preparation of detailed financial statements
- Improved understanding of accounting software
- Improved business management systems
- A better platform and insights for proposal writing

TA Delivery in the context of the COVID-19 Pandemic

Mandate delivery began in February 2020, when CTIF’s consultant was making final preparations to travel to PNG to visit Ginigoada and conduct its institutional assessment; however, the onset of the COVID-19 pandemic and associated travel restrictions forced the consultant team to cancel all travel plans and pivot to virtual consultations and assessments. While the team’s objective was to provide a similar quality of outputs as was planned for in-person activities, connectivity challenges arose that lengthened the mandate’s timeline. Pivoting to primarily virtual TA delivery was greatly assisted by the hiring of a local consultant based in Port Moresby to safely facilitate project activities, where possible. From then onwards, the mandate was delivered through four primary means:

- Off-site preliminary document review
- On-site interviews by the local consultant
- Virtual interviews with staff
- Training and capacity building workshops leveraging pre-recorded videos prepared by the consultant. Worksheets were provided for staff to further engage with training material on an individual or group basis.

Environment & Climate Change

While no specific environment and climate change interventions were planned as part of mandate activities, CTIF and its consultant recognized and highlighted the intersectionality between gender, inclusion, and wider societal and environmental justice issues such as climate change during TA planning and delivery.

Gender and Social Inclusion

CTIF’s consultant first carried out desk research to assess the current state of gender-based considerations at a national level and within Ginigoada Foundation. It also conducted staff interviews to assess existing understanding of GBA+ in the context of the foundation and PNG more generally, including an acknowledgement of additional barriers faced by women. Research and interview findings formed the basis for training and capacity building workshops. These workshops covered three targeted themes for maximum understanding and impact: Introduction to Gender Based Analysis Plus, Gender Based Internal Planning, and Gender Based Programming.

These activities resulted in the integration of GBA+ into Ginigoada’s policies, including its Employment Handbook. Though the long-term impact of this initiative cannot yet be assessed, Ginigoada staff are now equipped with a lens of analysis that examines existing differences between women’s and men’s socio-economic realities, as well as the differential impacts of proposed and existing policies, programs, legislative options, and agreements on women and men.

Key Outputs

In close collaboration with Ginigoada management and staff, CTIF’s consultant prepared and delivered several important toolkits and reports for use by the foundation as part of its daily operations:

Table 1: List of Deliverables and Toolkits Developed or Proposed during this CTIF Mandate

| Theme | Report/Document/Toolkit | |
|-----------------------|------------------------------------|-----------------------------|
| Financial Management | Financial Management Policy/Manual | Chart of Accounts |
| | MYOB Accounting Software Manual | Cash Flow Template |
| | Staff Job Descriptions | Training Guide |
| Proposal Development | Proposal Development Manual | Budget Template |
| | EOI/RFP Analysis Template | LOE and Timelines Template |
| | Go-No-Go Template | EOI Template |
| | Log Frame Template | Proposal Rating Template |
| Gender Based Analysis | Intro to GBA+ | Gender Policy |
| | Gender-based Internal Planning | Gender Analysis Manual |
| | Gender-based Programming | Revised Employment Handbook |