

# act:onaid

ghana



Increasing Possibilities,  
Claiming Rights

ANNUAL  
REPORT  
**2015**

**act:onaid**

**Annual Report**

**2015**

*Increasing Possibilities, Claiming Rights*



## CIMG NOT-FOR-PROFIT ORGANISATION OF THE YEAR 2013 AND 2014



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Printed in 2016 by ActionAid Ghana

[www.actionaid.org/ghana](http://www.actionaid.org/ghana)



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### Our Vision

“A world without poverty and injustice in which every person enjoys their right to a life of dignity”

### Our Mission

“To work with poor and excluded people to eradicate poverty and injustice”

### Our Values

**Mutual Respect** – requiring us to recognise the innate worth of all people and the value of diversity.

**Equity and Justice** – requiring us to work to ensure equal opportunity for everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion.

**Honesty and Transparency** – being accountable at all levels for the effectiveness of our actions and open in our judgments and communications with others.

**Solidarity with the Poor** – powerless and excluded will be the only bias in our commitment to the fight against poverty.

**Courage of Conviction** – requiring us to be creative and radical, bold and innovative – without fear of failure – in pursuit of making the greatest possible impact on the causes of poverty.

**Independence** – from any religious or party-political affiliation.

**Humility** – in our presentation and behaviour, recognising that we are part of a wider alliance against poverty

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## Acronyms

<b>AAB</b>	ActionAid Brazil
<b>AAG</b>	ActionAid Ghana
<b>AAI</b>	ActionAid International
<b>AEA</b>	Agricultural Extension Agents
<b>ASUDEV</b>	Action for Sustainable Development
<b>BECE</b>	Basic Education Certificate Examination
<b>CIMG</b>	Chartered Institute of Marketing, Ghana
<b>CMCE</b>	Centre for Maternal Health and Community Empowerment
<b>CREST</b>	Children's Rights Empowerment for Social Transformation
<b>CREW</b>	Community Resilience through Early Warning
<b>CRSA</b>	Climate Resilient Sustainable Agriculture
<b>CRT</b>	Community Relief Teams
<b>CSP</b>	Country Strategy Paper
<b>COMBAT</b>	Community Based Anti-Violence Teams
<b>DFID</b>	Department for International Development
<b>DOVVSU</b>	Domestic Violence and Victim Support Unit
<b>FCUBE</b>	Free Compulsory Universal Basic Education
<b>FEV</b>	Female Extension Volunteers
<b>FLOW</b>	Funding Leadership Opportunities for Women
<b>FGM</b>	Female Genital Mutilation
<b>FoodSPAN</b>	Food Security Policy Advocacy Network
<b>GDP</b>	Gross Domestic Product
<b>GES</b>	Ghana Education Service
<b>GJA</b>	Ghana Journalists Association
<b>HRBA</b>	Human Rights-Based Approach
<b>ICT</b>	Information and Communications Technology
<b>IFF</b>	Illicit Financial Flows
<b>IFSN</b>	International Food Security Network
<b>IMF</b>	International Monetary Fund
<b>IT</b>	Information Technology
<b>JHS</b>	Junior High School
<b>KG</b>	Kindergarten
<b>KPI</b>	Key Performance Indicator



<b>LFPPM</b>	Local Finance Policies and Procedures Manual
<b>LRP</b>	Local Rights Programme
<b>LOCOMS</b>	Local Community Sponsorship Scheme
<b>LOGNeT</b>	Local Government Network
<b>MMDAs</b>	Metropolitan, Municipal and District Assemblies
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIS</b>	Management Information System
<b>MOFA</b>	Ministry of Food and Agriculture
<b>NADMO</b>	National Disaster Management Organisation
<b>NDC</b>	National Democratic Congress
<b>NDPC</b>	National Development Planning Commission
<b>NGG</b>	Northern Ghana Governance
<b>NPP</b>	New Patriotic Party
<b>NOCID</b>	Network of Communities in Development
<b>PDA</b>	Positive Discipline Approach
<b>P4C</b>	People for Change
<b>PMS</b>	Performance Management System
<b>PRRP</b>	Participatory Review and Reflection Process
<b>PTA</b>	Parent-Teacher Association
<b>SHS</b>	Senior High School
<b>SMC</b>	School Management Committee
<b>SODIA</b>	Social Development and Improvement Agency
<b>SRHR</b>	Sexual and Reproductive Health Rights
<b>TUDRIDEP</b>	Tumu Deanery Rural Integrated Development Programme
<b>UK</b>	United Kingdom
<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>UNOCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>URBANET</b>	Urban Agricultural Network
<b>WAFSN</b>	West African Food Security Network
<b>YFP</b>	Young Female Parliament
<b>YUWP</b>	Young Urban Women Project

## Who we are

ActionAid Ghana is a national non-governmental organisation working in the most deprived and marginalised communities in Ghana, to promote human rights for all and defeat poverty and injustice.

We are an Affiliate of the ActionAid Federation, a global movement of people working together in Africa, Asia and Latin America towards a world free from poverty, discrimination and exclusion. We believe people living in poverty have the power within them to create change for themselves, their families and communities. ActionAid is a catalyst for that change.

## Where we work

We work in the poorest and most marginalised communities in six of the ten administrative regions of Ghana: Upper East, Upper West, Northern, Greater Accra, Volta and Brong Ahafo regions. There are plans to expand our operations into other regions.

## Our way with the poor

We take sides with the poor and work together to build their power within, facilitating change through community-led local structures and human rights driven interventions to inspire meaningful development in deprived communities. We believe poverty is not a natural phenomenon; poverty is an artificial creation which can be eliminated if we work together to dismantle the power imbalances and structural causes that underlie inequality and underdevelopment. To live in poverty is a violation of a person's human rights.

## Theory of Change – How change will happen

ActionAid Ghana believes that we can increase people's possibilities to claim their rights when they are supported to build active constituencies through strategic alliances and credible alternatives, to enable them contest and claim their rights.

Sustainable development will happen when there is strategic and non-discriminatory distribution of resources. Therefore, we trust that by building the power within people to lead their own development, there will be progress within their communities.

We believe that development does not only manifest in impressive infrastructure or financial sufficiency; development happens when people's rights are protected, promoted and fulfilled.

## Country Strategy Paper V (2015 – 2019)

Under the name *'Increasing Possibilities, Claiming Rights'*, we will be working towards the following mission objectives in our Country Strategy Paper (CSP):

### **MISSION OBJECTIVE ONE**

Promote Climate Resilient Sustainable Agriculture (CRSA); women secured access to and control over land and other productive resources.

### **MISSION OBJECTIVE TWO**

Advance the political influence of women and girls; reduce women's unpaid care work and violence against women and girls.

### **MISSION OBJECTIVE THREE**

Promote access to quality public education for boys and girls which respects their rights and enhance the capacity of young people to drive their development priorities.

### **MISSION OBJECTIVE FOUR**

Improve gender responsiveness of mining and extractive companies and ensure fair redistribution of resources to eradicate poverty.

### **Human Rights-Based Approach (HRBA)**

The Human Rights-Based Approach (HRBA) asserts basic needs as basic rights. It seeks to analyse obligations, inequalities, and vulnerabilities; address discriminatory practices and unjust distribution of power that impede progress and diminish human rights.

We work to promote the basic human rights of people, engaging in service delivery work in ways that help to strengthen people's leverage to claim their fundamental human rights from stakeholders in a more effective and sustainable way.

The three programming areas to our HRBA are Empowerment, Campaigning and Solidarity.



## Foreword

I bring you warm greetings from ActionAid Ghana, your CIMG Not-for-Profit Organisation of the Year 2014. Once again, it is my pleasure to share our Annual Report with our right-holders, supporters, collaborators, partners and all those who have supported us in our fight against poverty and injustice in Ghana.

The 2015 Annual Report comes under the name *"Increasing Possibilities, Claiming Rights,"* inspired by the mission objectives and vision of our new Country Strategy Paper V (CSP V), which was launched in June last year.

For the next five years, we will be working towards these objectives to increase opportunities and support the struggle of people living in poverty to fight the structural causes of poverty and injustice with the support of our solidarity partners. The 2015 report is the first account of our work under the new CSP *"Increasing Possibilities, Claiming Rights."*



This report is a summary of AAG's key achievements, challenges and lessons learnt under the various mission and organisational objectives.

2015 was a difficult year in the history of our country and in most parts of the world. The impact of climate change, terrorism, migration, natural disasters and the global financial crises posed many challenges to our world. These developments increased the growing inequalities and widened the gap between the rich and the poor, thereby creating power imbalances among the people of the world.

These have exposed people living in poverty to harsher living conditions and continue to test our resolve to extend the frontiers of human rights and restore dignity to people living in poverty.

As human rights defenders, we are sometimes asked what we are doing to solve the many problems assailing our world today, particularly how we are going to lift millions of people



out of poverty and injustice. We at AAG remain concerned about these realities and are working hard to diversify our funding streams, strengthen our support for organisations of people living in poverty and revise our approaches to tackle the recurrent violations and injustices.

In our CSP, we are working towards four clear mission objectives to empower and support the struggles of people living in poverty.

We wish to therefore take this opportunity to emphasise our resolve to defend human rights. We also wish to express our profound gratitude to our Board of Trustees, donors, partner institutions, traditional authorities and our hardworking staff, for their continued support and contribution to our work in 2015.

Thank you very much.

**Sumaila Abdul-Rahman**

Country Director

## 1.0 EXTERNAL CONTEXT

In August 2015, the National Development Planning Commission (NDPC) initiated consultative processes towards the creation of a 40-year Development Plan for the country. This plan emerged during the constitutional review exercise which also considered the myriad of requests by the people of Ghana to put together a blueprint to guide sustainable national development.

The country also organised district level elections in September 2015, having suspended the process due to a court injunction. There was low female participation in the elections, with women accounting for just 5.8% of the total number of candidates. At the unit committee elections, only one third of the candidates were women (African Elections, August, 2015; Myjoyonline, 1<sup>st</sup> September, 2015).

Ghana will be holding presidential and parliamentary elections in November, 2016. The two major political parties—National Democratic Congress (NDC) and the New Patriotic Party (NPP)—have since elected their candidates for the general elections and remain the frontrunners.

As at 2015, Ghana's real Gross Domestic Product (GDP) stood at 4.1%, representing a marginal increase from 4.0% in 2014. The country's GDP had been projected to grow by 5.8%. The discovery of oil in 2007 had increased expectations for economic growth and prosperity. Overall, real GDP, including oil, for 2016 has been projected to grow by 5.4% (Government of Ghana Budget Statement, 2016). We hope this projection will be realised.

Poverty in Ghana reduced from 31.9% in 2005/2006 to 24.2% in 2012/2013. Similarly, the percentage of people living in extreme poverty reduced from 16.5% in 2005/2006 to 8.4%, representing a decline of 8.1% (Ghana Statistical Service, 2014). Even though the country has recorded a modest reduction in poverty as stated above, there are variations which continue to widen the gap between the rich and the poor.

Ghana attained a lower middle income status in 2011, but the country continues to face some economic challenges, especially in the areas of employment generation and health delivery, which have negatively impacted on people living in poverty.

In education and youth development, the performance of pupils in basic education has been very low, especially in the Northern, Upper East and Upper West regions. In spite of the increase in the enrolment of girls, there are traditional, cultural and social impediments that hamper their progress. Child marriage, domestic violence, discrimination and unpaid care work have prevented women from developing their creative abilities to influence the development of their communities. These have increased the vulnerability of women and worsened their poverty levels.

## 2.0 INTERNAL CONTEXT

We developed and launched our fifth Country Strategy Paper (CSP V) dubbed *“Increasing Possibilities, Claiming Rights,”* which aims at employing novel approaches to fight poverty and injustice in Ghana. The strategy has four integrated mission objectives, which seek to increase the capabilities of people living in poverty and their organisations to fight poverty and injustice.

It also introduced a reward-based performance management system with clearly defined roles and responsibilities to improve staff performance and productivity. We created a new local rights programme (LRP) in the Adaklu district of the Volta region.

We also launched our ‘End Child Marriage’ campaign in partnership with UNICEF. The project will be implemented in 12 districts across four (4) regions in Ghana, where child marriage is most prevalent: Greater Accra, Upper West, Upper East and Brong Ahafo. It aims at reducing the socio-cultural practices that influence the incidence of child marriages, as well as build the capacity of girls between 12 to 17 years to resist early marriage and pursue their career opportunities.

We expanded our Unpaid Care Work campaign to cover 4 regions: Upper West, Northern, Volta and Brong Ahafo. The campaign aims at reducing the work burden on women to enable them engage in income-earning activities and increase their access to markets. It is also targeted at eliminating gender-based violence. The Young Urban Women’s campaign for sexual reproductive health rights, decent work and Unpaid Care Work, also enters into its second stage. It aims at establishing a national platform to engage with duty-bearers and empower girls to campaign for their rights.

We also celebrated our silver jubilee anniversary with the commissioning of 25 model schools, kindergartens and early childhood facilities in some communities across our operational regions. The anniversary was under the theme *‘25 years of fighting poverty together for national development.’*

For the second successive time, we were awarded the *“Not-for-Profit Organisation of the Year”* by the Chartered Institute of Marketing, Ghana (CIMG). The national marketing performance award was in recognition of our proactive and unique approach to defending the rights of people living in poverty.

## 3.0 Membership of Board and General Assembly

Our Board of Trustees continued to provide oversight responsibility on the formulation and approval of policies and processes to promote good governance in the organisation.

### 3.1 The current composition of the Board consists of:

- Marilyn Aniwa - Board Chair
- Prof. Ken Attafuah - Vice Chair

Hilary Gbedemah	- Member
Kwaku Mensa-Bonsu	- Member
Zeinabu Ayarigah	- Member
Samuel Arku Kelly	- Member
Afia Darkwa-Amanor	- Member
Samuel Sedegah	- Member
Chris Dadzie	- Member
Issahaku Alhassan	- Member
Stephen Enchill	- Member
Elsie Bunyan	- Treasurer

### 3.2 Members of the General Assembly

Stephen Baba Kumasi  
Faustina Alhassan  
Kassim Perez  
Nii Obodai Provencal  
Nana Yaw Okyere-Aduachie  
Emmanuel Asamoah  
Salatu Abubakar  
Christiana Ago Badoo  
Esi Mills Robertson  
Rosaline Gbeho  
Enam Gbekor  
Bernie Brown  
Martin Addison  
Akua Debrah  
Abena Oduro

### 3.3 Institutional Governance

As prescribed by the Constitution and Governance Manual, four (4) Board meetings were held in 2015 and these were preceded by meetings of the various Board committees. The Annual General Assembly meeting was also held within the period. In 2015, the Assembly approved the revised Local Finance Policies and Procedures Manual (LFPPM) and Country Strategy Paper V (CSP V).

The Board Chair and another Board member participated in the 2015 ActionAid International Assembly meeting and Governance as Leadership workshop in Cambodia. The Board embarked on its annual field visit to the Northern Region Programme, which offered them the opportunity to provide advice to improve programme performance and quality delivery on targets.



#### 4.0 DEVELOPMENT PRIORITIES AND PROGRAMME IMPLEMENTATION

In this report, our interventions have been grouped under our four (4) mission objectives, as specified in CSP V.

##### MISSION OBJECTIVE ONE

#### 4.1 Farmers adopting Climate Resilient Sustainable Agriculture (CRSA)

We remain committed to increasing productivity levels by supporting 32,350 smallholder farmers to practice CRSA. We have aggressively pursued this objective by training smallholder farmers on CRSA practices, including mono-cropping, inter-cropping, agro-forestry and earth-bunding. In the Northern region, we worked with the Urban Agricultural Network (URBANET) to monitor and support farmer visits. As a result, many farmers are applying their knowledge and skills acquired from the training programmes.

In the Upper East region, we were supported by the Ministry of Food and Agriculture (MoFA), district assemblies and smallholder farmer networks to provide CRSA training for 569 smallholder farmers, consisting of 300 males and 269 females. A subsequent monitoring visit to some of the farmers revealed that most of them were following the practice and making good yield from their farms.

For example, Salifu Issah, a farmer who worked on a two-acre maize farm, said he harvested 13 bags from the farm, compared to seven (7) from the same farm last year. According to him, CRSA is a good practice and he will recommend it to his fellow farmers. He mentioned some of the practices he undertook as application of compost, the use of improved maize variety and good agronomic practices.



*Salifu Issah applying CRSA on his farm*

## 4.2 Increased food security

As part of our campaign to promote women's rights to sustainable livelihoods, a total of 9,000 women smallholder farmers within the LRPs were supported to work towards achieving food security. The commonest foods available to women farmers and their households are maize and beans (soya beans, white beans and bambara beans). In the Upper East region, 73% of the women trained acknowledged that there is some improvement in food security.



*Smallholder women farmers harvesting maize on their farms*

There has been increased output from two (2) to three (3) bags in 2014 and five (5) bags per acre in 2015 among women farmers in Nanumba. The increased yield provides enough food for the families of smallholder farmers and also serves as a source of income. Mopaka Bartab of the Dipah community in Nanumba North, Northern region, testified that there has been some improvement in her pepper cultivation as a result of the practice of composting and green manure. This improved her farm output from half a bag to two (2) bags in 2014, and three (3) bags at the end of 2015.

As a member of the Food Security Policy Advocacy Network (FoodSPAN), we participated in the third annual planning workshop organised by the West African Food Security Network (WAFSN), to promote food security as a fundamental human right in national constitutions. 35 participants from various countries and civil society networks, including the National Alliance for Food Security of the Gambia and the SOS SAHEL International from Burkina Faso attended the workshop.

The workshop produced the Dodowa Declaration of the Right to Food, which resulted in eight (8) commitments by the WAFSN, some of which include promoting complementary

policies in trade, industry, climate and environment, with the view to leveraging agricultural production. We also committed to promote gender equality as an end in itself and as a means to enhanced productivity and production of food and other agricultural produce. Our participation in the workshop and other food security programmes has strengthened our networks and partnerships with public and private policy institutions involved in the campaign for food security and sustainable agricultural development.

### 4.3 Demonstration and model farms

We have established ten (10) CRSA demonstration fields to train smallholder farmers on CRSA practices. At the model farm, farmers were taken through the cultivation of improved seed varieties such as rice and introduced to planting methods, weed control practices, mulching, fertiliser application, and the use of organic manures for soil fertility management. In the Northern region, the demonstration and model farms have enabled 200 smallholder women farmers to acquire knowledge and skills on CRSA and inspired most of the women farmers to implement the CRSA practices in subsequent farming seasons.



*Farmers undergoing CRSA orientation on a demonstration and model farm at Kong*

### 4.4 Extension services to women smallholder farmers

Since the launch of CSP V, we have extended extension services to smallholder women farmers through the Female Extension Volunteers (FEV) scheme. In 2015, 9,000 smallholder women farmers benefited from the activities of the FEVs, who have provided timely extension advice, thereby increasing their productivity.

In the Asutifi district of the Brong Ahafo region, we trained 20 FEVs in CRSA. Faustina Frimpong, a 27-year old woman from Asamang, shared how the training has changed agricultural practices in the district.





*"Before the Female Extension Volunteers (FEV) training, I had little knowledge and skills on modern and improved methods of farming. The training has been of immense help to me and other farmers in the district. I was educated on how to plant vegetables, maize, plantain and many other food crops to get maximum yield."*

*"I was taught that when my farm animal gives birth and dies, leaving behind the young ones, I should milk one of the lactating mothers and smear it on the young one*

*whose mother has died. The milk scent attracts the young animals to the lactating mothers so that it gets breast milk to survive. I have used this method to save seven (7) of my young animals, who otherwise would have died after losing their mothers during birth. The training has helped me in my animal and crop production. I have shared this knowledge and skills with 15 other smallholder farmers who have adopted the practice and have realised increases in production."*

## MISSION OBJECTIVE TWO

### 4.5 Women advocate for gender parity on International Women's Day

Women's low participation in elections has been attributed to traditional and socio-cultural challenges that affect their political representation. While women constitute 51% of Ghana's population and contribute immensely to the economic development of the country, very few women are involved in decision making at all levels of national development.

As part of the 2015 International Women's Day, we supported women groups to present a communiqué to the government through the Deputy Brong Ahafo Regional Minister, to support women to contest in subsequent district level elections. They also advocated for the appointment of more women to serve in leadership and decision-making positions at



national, regional and local levels. The celebration was on the theme “*Women’s participation in decision making, make it happen.*”



*Women present communiqué to Hon. Justice Adjei, Deputy Regional Minister, Brong Ahafo region*

#### **4.6 Capacity building of youth in activism, lobbying and leadership**

To promote the development of young people, we work through youth groups and networks to build their capacity in leadership, lobbying and advocacy skills. These programmes have empowered them to contribute to the development of their communities.

In 2015, the Global Platform (GP), our youth training and development hub, organised 33 trainings for the youth in various communities in the Northern region. Within the period, 439 people, including youth groups, our staff, partners and other organisations benefitted from the training programmes.

We also supported youth-led advocacy programmes to campaign for the provision of quality teaching and learning materials in basic schools in the region. 250 participants, including school heads, presented their demands to the educational authorities in Tamale.

As a result, the Regional Director of Education supported four (4) basic schools with teaching and learning materials. The campaign also attracted financial donations from supporters and goodwill ambassadors in Italy and Ghana towards the provision of teaching and learning materials for pupils in the region.



*Youth groups campaigning for teaching and learning materials for basic schools*

#### **4.7 Mobilising youth networks to advocate for development**

The Young Female Parliament (YFP) creates a platform to empower young women and girls through leadership training. In 2015, the initiative was implemented in 20 Senior High Schools in the Northern region. A total of 768 young women were trained in advocacy and leadership skills, lobbying and public speaking. The programme is also active in two tertiary institutions in the region: Tamale Polytechnic and Bagabaga College of Education. The YFP programme has produced female leaders to occupy positions originally dominated by men.

Alhassan Nafisa, 17, a member of the YFP and final year student of Chereponi Senior High School, is currently the Senior Prefect of the school, a position usually reserved for boys. Nafisa joined the YFP in 2014 and participated in the launch of the programme in her school. After receiving training on leadership and advocacy skills, she contested for the senior prefect position with two boys and won.

Nafisa's achievement has inspired other girls in the school and other institutions, who are preparing to succeed her as school prefect when she finishes her term.



*Alhassan Nafisa, Senior Prefect of Chereponi Senior High School, speaking on Viasat 1, a national television station*

#### **4.8 Changing masculine attitudes to reduce women's unpaid care work**

Our campaign on unpaid care work is changing the general attitudes of men and boys to the domestic burden on women. In our operational areas, men have responded positively to the campaign by helping in the performance of domestic chores. In these communities, campaigns on gender equality had previously been misconstrued as women taking over men's authority.

In Bolni and Gbee, communities in the Northern and Upper East regions respectively, an analysis of time diaries from 2013 to 2015 indicates a 15% reduction in unpaid care work, largely in the areas of child care, house work and fire wood collection. Productive activities such as learning and farming have also increased due to men's appreciation of women's unpaid care work.

Shaibu Sulemana from Nasamba says: "My wife is not my slave; I feel bad when she is too tired and cannot attend to her personal hygiene." Fati Issah from the Nakpa Women's Group also said: *"The men in the community now respect us because they know that the women contribute a lot to the maintenance of our families."*

These changes have increased men's willingness to support in doing household chores such as fetching firewood, collecting water and caring for children. Men have also learnt to encourage women to attend meetings and pursue their personal and professional development activities.

#### 4.9 Queenmothers campaign against outmoded widowhood rites

To promote the rights of women and girls, we have been campaigning against gender-based violence and outmoded cultural practices that prevent women from claiming their rights. In 2015, we worked with traditional authorities and Queenmothers to campaign against negative practices in our communities.

In the Tain and Banda districts in the Brong Ahafo region, we worked with the Queenmothers to sensitise the communities against outmoded widowhood rites. As a result of the sensitisation programmes, there is greater awareness in the community about traditional practices that violate the rights of women and girls.

#### 4.10 COMBAT helps in the fight against gender-based violence

Community-Based Anti-Violence Teams (COMBAT), a community structure, is one of the interventions we have devised to address community violence and fight outmoded cultural practices. In 2015, the voluntary community teams worked to promote peace and social cohesion in our LRPs, providing the necessary support to the Domestic Violence and Victim Support Unit (DOVVSU) in dealing with gender-based violence.

The COMBATs also work with CHRAJ, the Department of Social Development and the district and municipal assemblies. Johnson Owusu Prempeh and Doris Owusu Prempeh are members of the Dokyikrom COMBAT in the Brong Ahafo region.

Doris had this to say: *"We realised that teenage pregnancy was a big problem in the communities and so the ladies in the community formed a group called Vision Ladies, to go to schools to educate teenagers about their sexual and reproductive health rights. We also talked about why getting pregnant at a young age is not a good thing. We also intervene in violent activities in the community. When there is a fight in a house, people call us and we quickly rush there to restore peace. We also act as advisers and report serious cases beyond our capacity to DOVVSU."*



*Doris Owusu Prempeh and Johnson Owusu Prempeh, proud members of Dokyikrom COMBAT*



#### 4.11 Young women empowered to make life choices

In our work with the youth, we have empowered more than 2,000 young women to have greater dignity through more economic independence and exercise control over their bodies. In 2015, the young women were supported to acquire knowledge on sex, sexuality and sexual reproductive health rights through group trainings.

The young women have created the Young Urban Women Advocacy Platform to identify development issues in their communities that directly affect young women's social and economic development. The Platform has developed the problem-solving skills of the young women to address emerging problems.

Through the programme, many young girls have benefitted from fashion design training, beads making, leadership opportunities and exposure visits to international forums. Katura Dramani shares her story after winning the fashion prize at the Vlisco Tailor Academy:

*"I am Katura Dramani, 20 years, and the first of five siblings. I joined the Young Urban Women Project (YUWP) in February, 2014 when I was 19 years old. My parents do not earn any income, so at that time, I was doubling as a bread winner and a student catering for my school and personal needs.*



*When I joined my colleagues on the Project, the sad situation of other young women gave me a little relief, not because I was better than them, but because I was no longer feeling that the world was against me. I was coached in writing the application letter and given help in preparing for the interview. I was excited to make it through the intensive interview process and selected from 60 applicants. I was very excited when I was announced as the winner. I know that I can do more and could have probably lost that hope if I had not been part of the YUWP."*

*Katura receives her award after winning the "Best Student in Fashion Design"*

## MISSION OBJECTIVE THREE

### 4.12 Improving teaching and learning environments

In line with our Promoting Rights in School (PRS) campaign, we worked with the PTAs and local government authorities to support the provision of 25 model Kindergartens and 3 classroom blocks equipped with sanitary facilities and playground equipment. The intervention was to mobilise PTA networks to advocate for the adoption of model educational infrastructure by the government.

In Kwame Brentim in the Tain District of the Brong Ahafo region, we supported the community to provide a model classroom for 125 out-of-school children under the Complementary Basic Education programme. The three (3) classroom block has an office, store room, library and a water harvesting facility.

In the Upper West region, four (4) model kindergarten facilities were provided for four (4) communities: Mwanduanu and Kong in the Sissala East district and UI-kpong and Tizza Mwofo in the Jirapa district. In all, 432 children benefitted from the intervention, many of whom are our sponsored children. One of the model KGs in Sakai, a community in the Sissala East district, was adjudged the best KG in the Upper West region at the 2015 Best Teacher and Schools Awards.



*Children playing at the playground of the Sakai Kindergarten block*

#### 4.13 PTAs advocate for more teachers in schools

To promote children's rights to quality education, we have trained and empowered PTA networks and School Management Committees (SMCs) to advocate for more teachers in schools. For example, in Bawku (LRP 12) in the Upper East region, the PTAs found irregularities in teacher supply in some public schools and took proactive steps to address the anomaly. While the recommended national average for the pupil-teacher ratio at the primary level is 1:35, the Bawku area has a ratio of 1:86. The ratio at the Junior High school level is 1:75 while the recommended ratio is 1:35 (Source: Bawku Municipal Education Directorate, 2015 and PTA reports).

The PTA networks held meetings with the Ghana Education Service (GES) and the Bawku Municipal Assembly to demand more teachers, which resulted in the posting of teachers to the Aniisi and Ninkogo Junior High Schools. The Assembly consequently increased its sponsorship of teacher trainees from 12 to 50 for the 2014/2015 academic year. The Bawku Municipal Assembly has also pledged to increase this number in the coming years.

#### 4.14 Regional Girls' Camps inspire girls for higher educational achievements

To promote the education of girls, we have been organising educational camps for girls from our sponsorship communities, to learn about leadership and personal development. The camp innovation, which has been adopted by some district assemblies and peer organisations, is aimed at increasing enrolment and retention of girls in school, and inspire them to aspire for greater achievements. The regional camps are organised in all our six operational regions. 606 girls participated in the 2015 regional camps.

The girls were addressed by young female role models drawn from different professional backgrounds, including health, academia, social work, education, the media and the security agencies. They were also given practical lessons in Information and Communications Technology (ICT), to expose them to the use of modern computers.



*A Girls' Camp participant trying her hands on the computer in an ICT laboratory*

Faiza, a pupil of the Ulkpong Junior High School in the Upper West region, shares her experience: *“I wish I could practice with this computer every day. I have learnt how to start the computer and turn it off. I had heard of the names of some of the parts such as the mouse and keypad. But today I learnt more and I have seen them physically. At school, we normally learn the names from the drawings in the books. The ICT session is the one I enjoyed the most because I have always wanted to learn more about the computer due to its many functions.”*

## MISSION OBJECTIVE FOUR

### 4.15 Tax Justice and Illicit Financial Flows

AAG’s Tax Justice Campaign seeks to advocate for progressive taxation and the elimination of harmful investment incentives. The International Monetary Fund (IMF) estimates that developing countries lose about US \$200 billion every year to harmful tax incentives and illegal financial flows.

Research from Tax Justice Network-Africa also reveals that 15 ECOWAS countries, including Nigeria, Senegal and Ghana, throw away US \$9.6 billion, with Ghana accounting for US \$2.27 billion every year to needless tax incentives to multinationals and other big companies. The revenue from taxes could finance the construction of schools, hospitals and other development infrastructure to benefit people living in poverty.

In June 2015, we organised a workshop on harmful tax incentives and Illicit Financial Flows (IFF) in Accra. The workshop, which was supported by the Tax Justice Coalition, brought together participants from government, media and civil society to discuss the negative impacts of tax incentives on Ghana’s growth.

Participants observed that huge funds are slipping through loopholes to illegal sources, and called for more transparency in the tax incentive regime. They also advocated for country-specific reports to be published to determine how tax incentives affect every country.

The workshop was organised after the publication of a Thabo Mbeki report on Illicit Financial Flows from Africa, which highlighted that more than US \$50 billion is lost every year to IFF. This collective loss has resulted in a lack of investment in development and infrastructure.

Through our Tax Justice campaign, we have interacted with the Parliamentary Select Committees on Finance, Trade and Finance, to explore how we can tighten the loopholes in the laws on tax incentives. As a result, the government has revised the tax laws to minimise the granting of tax exemptions to multinationals. This will enable the government to increase its domestic tax revenue, which will be used to finance development interventions.



To expand the advocacy efforts, regional chapters of the Tax Justice Network have been formed and trained, to sensitise stakeholders at the regional level on the effects of harmful tax incentives.



*Vitus Azeem, interim Chairman of the Tax Justice Coalition of Ghana, speaking at the workshop*

## 5.0 HUMANITARIAN RESPONSE

### 5.1 Restoring dignity of flood affected persons

We are a member of the Steering Committee of the Community Resilience through Early Warning (CREW), an initiative under NADMO which is coordinating efforts to mitigate the effects of climate change, natural disasters and emergencies. Over the period, we participated in meetings organised by UNOCHA and other CSOs on emergency preparedness. Our participation in these meetings provided us with the opportunity to use our HRBA principles to influence how humanitarian work is administered in Ghana.

As part of our commitment to promote good humanitarian practices, we responded to the June 3 flood disaster that affected the Greater Accra Region. Our response involved the provision of relief to the worst affected who are in the category of the most vulnerable, such as women, children, and the aged.

With funding from the Start Fund in the UK, the support involved both food and non-food items. The food items included bags of rice, gallons of cooking oil, shito (pepper sauce) and bags of water. The non-food supplies were mattresses, pillows, blankets, plastic buckets, sanitary materials and children’s sandals.

Our Community Response Teams (CRTs) worked with NADMO to distribute the relief items to residents of La Nkwatanang, Ablekuma South, Ayawaso East, Okaikoi South, Ga South, Ga East and Ga West, all in the Greater Accra region. In all, over 5,100 people from 1,028 households in seven districts benefited from the donation.

One of the beneficiaries said: *“I am lost for words when I look at the items I have received today. I am going home with mattresses, pillows, a bag of rice and shito. I cannot thank ActionAid enough for what they have done for me and my family.”*



*Community Relief Teams distributing items to affected persons*



*A woman carries away her relief items*

The humanitarian response operation, which received extensive media coverage, heightened our brand visibility and enhanced our profile in the country. This put us in a good stead to advance our advocacy and campaign agenda and continue with other development interventions.

## **6.0 ADVOCACY AND CAMPAIGNS**

### **6.1 End Child Marriage Campaign**

We signed a 2-year programme co-operation agreement with UNICEF to implement the “End Child Marriage” Campaign in four regions of Ghana, where the practice is most prevalent. These are Upper East, Upper West, Brong Ahafo and Greater Accra regions. The overall goal is to contribute to the elimination of child marriage in Ghana by reducing socio-cultural practices that facilitate the incidence of child marriage in the 12 districts where the project is being implemented. It also aims at building the capacity of girls aged between 12-17 years to resist child marriage and focus on their education.

To build a successful campaign and increase our publicity, we are working with a Ghanaian celebrity to advance our advocacy programmes. We have raised awareness in the target communities and have engaged with traditional authorities in the various districts to campaign for the elimination of socio-cultural practices that promote child marriage. The



campaign also involves empowering community structures such as COMBAT, PTA and Girls' Clubs to champion the fight against all forms of child marriage and other violations. It is expected to benefit 3,600 girls from the affected communities.



*Launch of 'End Child Marriage' Campaign with UNICEF and other partners*

The End Child Marriage campaign has reinforced our work on 'marriage' by abduction, an old traditional practice where girls are physically abducted for marriage in some rural communities in the Upper West region. Since 2012, COMBAT has rescued 126 school girls in the Upper West region from child marriage and facilitated their return to school. Majority of them are in the junior high school while some have continued their education to secondary and technical schools in the region.

In 2015, COMBAT increased sensitisation to raise awareness about the human rights violations and socio-cultural practices that affect the development of young women in the communities.

**6.2 Positive Discipline Campaign**

As part of our Positive Discipline campaign, we organised media training to educate journalists and other media personnel on the negative effects of corporal punishment in schools. 40 participants from 25 media houses attended the training. The objective of the workshop was to deepen the media's understanding of the dangers of corporal punishment and promote the Positive Discipline model as an alternative to corporal punishment.



We have piloted the implementation of the Positive Discipline Approach (PDA) in six (6) regions. Trainings have been organised for 327 teachers, 133 PTAs and SMCs and 100 Ghana Education Service (GES) staff. The concept of Positive Discipline is not very popular, as teachers and parents have always used conventional ways to discipline children. It was observed during the pilot programme that there is the need to deepen community level sensitisation to educate parents and guardians on their roles and responsibilities in the development of their children.



*Journalists undergoing training on PDA*

### **6.3 Reintegration of alleged witches in the Northern Region**

After the closure of the Bonyasi witch camp in December, 2014 where 55 accused women were reintegrated into their original communities, we continued to monitor the progress of the women in their new homes. Following a roadmap already agreed between the Reintegration Committee, Ministry of Gender, Children and Social Protection, and other stakeholders, we intensified sensitisation and consultations with the families of the reintegrated women, to assess the success of the reintegration and monitor the welfare of the women. The teams interacted with 156 people in 13 districts, including chiefs, opinion leaders, children and family heads of the alleged witches.



*Napari, a reintegrated alleged witch, lives happily with her son*

While the reintegration programme was largely successful, the team found that a few of the accused women had accommodation challenges, while some communities required additional visits and more sensitisation. There are presently five (5) witch camps in the Northern region: Nabuli, Kpatinga, Gnani, Kukuio and Gambaga. We are working towards the closure of the camps and the reintegration of all the accused persons, most of whom are women.

## 7.0 WORKING WITH OUR PARTNERS AND COLLABORATORS IN 2015

We work with partners and collaborators at the national, regional and community levels to promote our vision and mission. In 2015, we strengthened our working relationships with all partners and collaborators towards the implementation of our programmes. We worked with the following implementing partners within the period.





<p><b>National Level Partners</b></p> <ol style="list-style-type: none"><li>1. ABANTU for Development</li><li>2. Ghana National Education Coalition Campaign (GNECC)</li><li>3. General Agricultural Workers' Union (GAWU)</li></ol>	<p><b>Institutional Collaborators</b></p> <ol style="list-style-type: none"><li>1. Ministry of Gender, Children and Social Protection</li><li>2. Ghana Education Service/Ministry of Education</li><li>3. Ministry of Food and Agriculture (MOFA)</li><li>4. DOVVSU-Ghana Police Service</li><li>5. Commission on Human Rights and Administrative Justice (CHRAJ)</li><li>6. Regional Houses of Chiefs</li></ol>
<p><b>Northern</b></p> <ol style="list-style-type: none"><li>1. Urban Agricultural Network (URBANET)</li><li>2. NORSAAC</li><li>3. Songtaba</li><li>4. Centre for Active Learning and Integrated Development (CALID)</li></ol>	<p><b>Upper East</b></p> <ol style="list-style-type: none"><li>1. Botataaba Nahira Taaba Development Union (BONATADU)</li><li>2. Widows and Orphans Movement (WOM)</li><li>3. Belim Wusa Development Agency (BEWDA)</li></ol>
<p><b>Brong Ahafo</b></p> <ol style="list-style-type: none"><li>1. Centre for Maternal Health and Community Empowerment (CMCE)</li><li>2. Social Development and Improvement Agency (SODIA)</li></ol>	<p><b>Greater Accra</b></p> <ol style="list-style-type: none"><li>1. Kpobiman Women's Association</li><li>2. Young Urban Women's Movement</li></ol>
<p><b>Volta</b></p> <ol style="list-style-type: none"><li>1. Network of Communities in Development (NOCID)</li><li>2. Global Action for Women Empowerment (GLOWA)</li></ol>	<p><b>Upper West</b></p> <ol style="list-style-type: none"><li>1. Tumu Deanery Rural Integrated Development Programme (TUDRIDEP)</li><li>2. Community Aid for Rural Development (CARD)</li><li>3. Action for Sustainable Development (ASUDEV)</li></ol>



Some of the partners have shared their reflections below:

### **7.1 ABANTU for Development**

ABANTU and AAG have teamed up in a strong partnership for the past 12 years as a reaffirmation of our commitment to defend women's rights, challenge gender inequalities and discriminatory practices. In focusing on women empowerment and gender justice, we have sought to deepen understanding of the gendered causes of poverty, inequalities and injustices.

Through our collective action, we have impacted positively on the lives of women, the marginalised and the excluded. The initiatives we have undertaken together have helped maintain the issue of citizen's rights on the radar of national consciousness. We have worked with ABANTU in a pioneering role to support and sponsor the development of "*The Women's Manifesto for Ghana.*"

We are confident that this partnership will spur us on to continue to work together to surmount the challenges of the work we do and propel us to the highest levels of being impactful on women's rights, human rights and social justice.

### **7.2 Action for Sustainable Development (ASUDEV)**

Our partnership with ASUDEV started in 2007. We have worked together to impact profoundly on the growth and success of the local community organisation. Currently, ASUDEV works in the Sissala East and West districts of the Upper West region to promote education, food security and women's rights.

Together, we have built and supported the formation of Mothers' Clubs, COMBATs, PTAs and Girls' Clubs at the community level, to advocate for fundamental human rights and provision of quality social services to our right-holders.

We also worked to promote the Domestic Violence Law, children's rights in school and other human rights interventions. We are grateful for the opportunity to work with a progressive human rights organisation.

### **7.3 Urban Agricultural Network (URBANET)**

We work with URBANET to promote food rights towards achieving food security in the most deprived and marginalised communities in Ghana. This intervention seeks to address the poor responsiveness of government policies and programmes to the provision of timely and regular extension services on CRSA, delivering value and expanding market opportunities for smallholder rural farmers.

We have helped to improve the livelihoods and resilience of farmers, especially smallholder women farmers. Our pursuit of such strategies such as CRSA is yielding significant results and changing the lives of poor families in farming communities. Soil and water management practices introduced to smallholder farmers is building resilience to prolonged droughts currently being experienced in some communities.

As a result, farmers make significant yields in the wake of worrying climate conditions. Over the years, we have been able to sensitise farmers to use organic fertilizer and other local materials, as artificial and inorganic materials pose danger to human consumption and agricultural lands.



*AAG, partners and institutional collaborators in a training workshop*

#### **7.4 NORSAAC**

Over the years, we have worked together to build the capacity of organisations of people living in poverty, some of whom are now gaining national and international recognition. It clearly demonstrates that our work has moved beyond the boundaries of our operational regions and communities to national prominence.

In our partnership work, we have served our community women through the Magazia (community women leaders) initiative. The Magazias were recognised in the communities and have been participating in decision making processes, managing and reporting violation cases against women, and enhancing economic activities of women.

We have also collaborated on the YFP and the YUW initiatives, which have helped to unearth and develop the leadership potentials of young women in the region. Through the Gender

Parity Initiative, there is increasing recognition for the rights and leadership abilities of young girls in basic, secondary and tertiary education.

## **8.0 ENABLERS AND FUNCTIONS**

### **8.1 Human Resource and Organisational Development**

In 2015, we worked with a staff strength of 71, comprising 43 males and 28 females, to support the implementation of our mandate. The year, however, ended with 68 (41 males and 27 females). There were four (4) voluntary resignations in the period while 24 persons were appointed into various positions.

In the year, we worked with two national service personnel and 13 interns, made up of 7 females and 6 males. Through the People4Change (P4C) Programme, three (3) Inspirators (1 female and 2 males) were engaged to augment the capacity development initiatives of some partner organisations in the Greater Accra, Northern and Upper East regional programmes. We continued to host the Local Government Network (LogNet) in our Accra office.

### **8.2 Performance Management System (PMS)**

In 2015, we rolled out a new Performance Management System (PMS) and organised stepdown trainings for staff. New job descriptions were designed for all positions on the new organisational structure. Revised templates were also rolled out to facilitate the various phases of performance management, including target setting, mid-year review, 360 feedback as well as the end of year review and appraisal.

The new and simplified PMS is user-friendly and promotes a direct performance–reward linkage, encouraging the use of relevant managerial and personality competencies in assessing the performance of staff.

### **8.3 Staff and partners receive training on CSP V**

As part of the CSP V roll-out, we trained all staff on the mission objectives of the new strategy and the direction of the organisation. The trainings took place at the Global Platform in Tamale in the Northern region, where professional trainers and facilitators used practical learning methods to deliver quality and successful training outcomes. We also organised similar trainings on CSP V for our partners and some stakeholders.

### **8.4 Management Information System (MIS) Framework**

We have moved from the manual monitoring and evaluation (M&E) framework to a more efficient web–based system, to enable us account and gather the impacts of our interventions. The new system is capable of tracking and documenting evidence in our project and programme implementation.



*Senior managers undergoing training at the Global Platform in Tamale*

Beyond evidence gathering, the newly developed and user-friendly Management Information System-Monitoring & Evaluation (MIS-M&E) framework improved the efficiency of our reporting.

Apart from its ability to flag deadlines, the system has a clear avenue for generating reports on programmes and also provides an opportunity for users to document learnings to guide future programme implementation. Staff and partners have been trained on the system and are already enjoying its positive impact on our work.

## **8.5 Fundraising and supporter care management**

We are largely funded by child sponsors from four (4) Funding Affiliates, namely Brazil, Italy, UK and Greece. The total sponsorship links at the beginning of January, 2014 stood at 14,741. However, the year ended with 13,427 links. This shows a 9% reduction in the number of links, reflecting a decline in supporter links in the LRPs. Bawku, a Brazil-funded LRP, recorded the highest attrition of 32.2%. The Nanumba LRP, however, recorded the least reduction in supporter base (1.7%).

We continued to provide crucial updates on the progress of our work in the sponsorship communities through regular photo updates of sponsored children and community



newsletters. Youth-focused programmes in career fairs, fun games and community meetings contributed in raising our community-level support and also deepened our working relations with the communities.

We have started operations in the Adaklu district of the Volta region, following an appraisal of some districts in the region for sponsorship and programme work. 700 new profiles have been taken and shared with ActionAid Brazil (AAB) to be linked to supporters. As at December 2015, 473 children had been matched to sponsors.

To diversify our funding sources, we continued to work towards the implementation of the Local Community Sponsorship Scheme (LOCOMS), an individual fundraising programme that would give Ghanaians the opportunity to contribute to the development of deprived communities through regular giving.

To advance the LOCOMS initiative, there have been lots of consultations with banking institutions, IT and digital fundraising experts, to explore the most convenient way to promote regular giving in Ghana. We also organised a pitching event for advertising agencies to provide the best marketing strategies for television, radio and newspaper advertising. With the necessary investment support, we hope to launch the programme soon, to enable us realise our CSP objective of pursuing pragmatic policies to achieve financial sustainability.

### 8.5.1 ActionAid UK Ambassador Network visits Ghana

The UK Ambassador Network, a group of donors and philanthropists, visited AAG in November 2015, to learn about our work. They visited the alleged witches' camps in the Northern region, rice processing projects, schools, girls' clubs and other interventions in many of our communities in the region.

Mary and Paul Bradbury, ambassadors who have supported AAG since 1986, commissioned an Early Childhood Development Centre in Bolni, along with the chief of the community.



*Mary and Paul Bradbury commissioning an Early Childhood Development Centre in Bolni*

The visit, which was the first of its kind, was to give donors the chance to see what their money was being used for. Rebecca McMurray, the coordinator of the visit, shared her experience: *"Phillip and Hilary have been Ambassadors for over 12 years. I hope that the visit will ensure that they continue to support ActionAid and that they are able to talk to other people about ActionAid in a more knowledgeable way. I hope it will inspire new people to support ActionAid in a great way and maybe some of the projects in the Northern region. This will ensure that people are educated about how they view development."*



*AAG staff in a group picture with the UK Ambassador Network members*

**8.6 Communication and Public Relations**

We developed a communication strategy to back the new CSP. The strategy, which sits within the larger communication and brand management guidelines of the international secretariat, was influenced by our fundraising strategies, partnership development activities, current global analysis and emerging trends in technological innovation.

To deepen our media relations, we sponsored a category in the annual Ghana Journalists Association (GJA) awards for the best report on poverty and human rights. We made good use of the branding and publicity opportunities to explore more strategic partnerships with some credible policy and development organisations.

Our advocacy and campaign work on tax justice, unpaid care work, Female Genital Mutilation (FGM), witchcraft accusations and early marriage, received good media publicity in 2015. These campaigns helped to project a positive image of us in the media and among our development stakeholders.

There have been a lot of interactive engagements and updates on our official website and social media platforms, including Facebook, Twitter, Youtube and Instagram.

These interventions have increased our numbers on social media and increased visitor traffic to our website. The unit is presently exploring ways to fundraise through social media, as part of organisational efforts to diversify our funding sources through local sponsorships.



*AAG and GJA Executives at the sponsorship ceremony*

**9.0 FINANCE AND EXPENDITURE PERFORMANCE**

**9.1 Performance summary**

Total income for the period (January-December 2015) was £2,801,000 against an expenditure of £3,219,000 for the same period, resulting in excess expenditure over income by £418,000.

Table 1 below depicts a summary income and expenditure performance for the reporting period.

**Table 1: Performance summary**

	2015				2014	%
	Actual	Plan	Var	%	£'000	Change
	£'000	£'000	£'000			
Total Income	2,801	2,727	74	103	4,011	(43)
Less: Expenditure(including	3,219	2,895	324	111	3,724	(16)
Surplus (Deficit)	(418)	(168)	(250)	-	287	(131)
Regular Giving Reserves b/d	1,238	1,452	(214)	-	-	-
<b>Reserves c/d</b>	<b>820</b>	<b>1,284</b>	<b>(464)</b>	-	-	-

## 9.2 Income

Total income received for the reporting period was £2,801,000, which is £74,000 more than the planned income, representing a 3% increase. In comparison to actual income realised for the same period last year, the 2015 income represents a decrease of 43%. Details and variance analysis of income for the reporting period is shown in Table 2 below.

**Table 2: Income analysis**

	2015				2014	
	Actual £'000	Plan £'000	Var £'000	%	£'000	% Change
Child Sponsorship	1,030	926	104	111	1,200	-17%
Big Step	300	333	(33)	90	344	-15%
Next Step	395	303	92	130	416	-5%
Amico Paese	5	5	0	100	6	-20%
Gift and General Funds	5	5	0	100	14	-180%
Net Transfers	(170)	(152)	(18)	112	(90)	47%
Partnership - Affiliates	300	462	(162)	65	1,640	-447%
Partnership Local	712	720	(8)	99	253	64%
Other Income	54	3	51	1800	138	-156%
<b>Total</b>	<b>2,801</b>	<b>2,757</b>	<b>44</b>	<b>102</b>	<b>4,011</b>	<b>-43%</b>

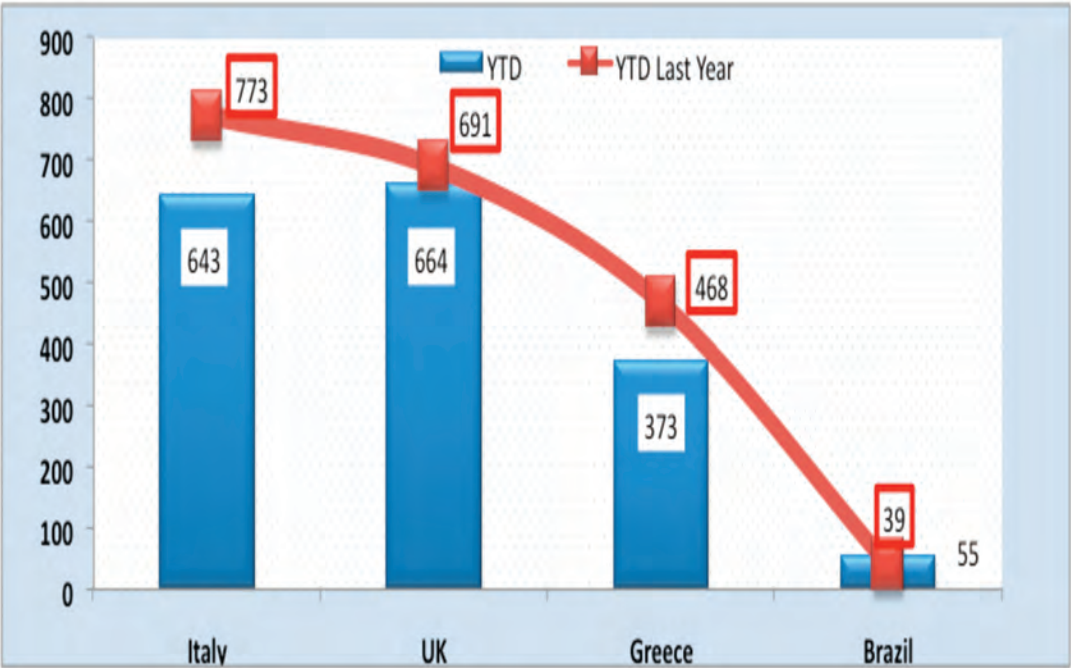


### 9.3 Supporter marketing and Regular Giving income

From the table above, income realised from child sponsorship accounts for the greatest proportion of the country's income mix. Regular Giving (sponsorship) income constituted 62% of total income, which is 9% higher than the planned income. However, it shows a yearly decrease of 14%. This is mainly due to economic challenges in Greece and the United Kingdom.

Again, from the review of the performance of our income flows, Child Sponsorship income from UK and Italy contributed 38% and 37% respectively, both accounting for 75% of total income. They were followed by Greece and Brazil, who contributed 21% and 3% respectively.

Chart 1: Regular Giving income distribution



In reviewing the performance of Regular Giving, it showed that total Regular Giving income from Funding Affiliates decreased by 14% compared to last year's income, except in Brazil, which increased by 29%.

To reduce our dependency on sponsorship income, we have doubled our efforts to diversify our income by exploring more partnership funding opportunities. For instance, we have secured new partnership income for the Funding Leadership Opportunities for Women (FLOW II) and Northern Ghana Governance (NGG) project.

## 9.4 Partnership income

Partnership Income for the period was £1,066,000, which represented 36% of total income, compared to £1,893,000, which is 47% of total income realised in 2014.

Table 4 below demonstrates sources of partnership income for the reporting period.

**Table 3: Partnership income sources**

Project Name	Donor	AAI	Local	Total
		£'000	£'000	£'000
Complementary Basic Education	DFID		271	271
Ghana Flow Project	Dutch Ministry of Foreign Affairs	113		113
Ghana Flood Project	START Fund	69		69
People for Change	Denmark	26		26
End Child Marriage Campaign	UNICEF		24	24
Children Rights in Education	Anonymous Donor	46		46
Transforming Early Child Education	High Value	22		22
Young Urban Women Project	Norwegian Agency for Development		226	226
IFSN - III	European Commission		14	14
The Hills Project	High Value	25		25
Global Platform	AA Denmark		230	230
<b>Total</b>		<b>301</b>	<b>765</b>	<b>1,066</b>

## 9.5 Other Income

Exchange gains form the greatest proportion of other income. The remaining is income generated from staff fundraising contributions, which forms part of LOCOMS. Other income was realised from trainings organised by the Global Platform for external stakeholders.

## 9.6 Statutory Expenditure Analysis

The exhibit below analyses expenditure by statutory cost.

**Table 4: Statutory cost analysis – GBP'000)**

	Actual	Forecast	Plan	Var	Util %	Prop	YTD 2014	% Change
Programme	2,281	2,053	2,139	142	107	75	2,955	(30)
Fundraising	142	200	200	(58)	71	5	144	(1)
Governance	56	41	41	15	137	2	69	(23)
Support	561	525	515	46	109	19	466	17
<b>Total</b>	<b>3,040</b>	<b>2,819</b>	<b>2,895</b>	145	105	100	<b>3,634</b>	(20)

Programme cost is 75% of total expenditure, 10% higher than KPI target of 65%. The programme cost is 30% lower than the 2014 expenditure, due to the reasons stated above.

Fundraising cost, on the other hand, recorded a low percentage of 5% compared with KPI target of 22%. The low expenditure was due to the suspension of LOCOMS, which was part of the 2015 budget. However, we are pursuing investment options to launch the programme.

By the ActionAid International (AAI) Key Performance Indicator (KPI), ideal support cost proportion is supposed to be a maximum of 15% of total expenditure for any given period. However, the proportion of actual support cost for the reporting period was 19%. This is 4% higher than the AAI KPI. As the significant proportion of support cost was fixed, the decline in partnership income, which translated to a drop in programme cost, resulted in the increase in support cost ratio.









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