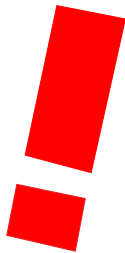


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## LIST OF ACRONYMS

AA	Affirmative Action
AAG	ActionAid Ghana
AAI	ActionAid International
AAL	Affirmative Action Legislation
AAUK	ActionAid United Kingdom
AG	Attorney General
AP	Affiliate Programme
ASUDEV	Action for Sustainable Development
BALRP	Brong Ahafo Local Rights Programme
BECE	Basic Education Certificate Examination
CBOs	Community based Organisations
CHRAJ	Commission for Human Rights and Administrative Justice
CMCE	Centre for Maternal Health and Community Empowerment
COMBAT	Community Based Anti-violence Teams
CPP	Convention Peoples' Party
CSO	Civil Society Organisation
CSP IV	Country Strategy Paper IV
DCE	District Chief Executive
DoVVSU	Domestic Violence and Victims Support Unit
DRC	Democratic Republic of Congo
DV	Domestic Violence
EU	European Union
FCUBE	Free Compulsory Universal Basic Education
GCAP	Global Call to Action Against Poverty
GAC	Ghana AIDS Commission
GES	Ghana Education Service
GNECC	Ghana National Education Campaign Coalition
GoG	Government of Ghana
HRBA	Human Rights Based Approach

## LIST OF ACRONYMS

HROD	Human Resource and Organizational Development
IASL	Impact Assessment and Shared Learning
ICT	Information Communication Technology
INGOs	International Non Governmental Organizations
IPD	International Partnership Department
LI	Legislative Instrument
LOGNET	Local Governance Network
LRP	Local Rights Programme
M&E	Monitoring and Evaluation
MMDAs	Metropolitan, Municipal, District Assemblies
MOFA	Ministry of Food and Agriculture
MOU	Memorandum of Understanding
MOWAC	Ministry of Women's and Children's Affairs
MSN	Microsoft Network
NGOs	Non Governmental Organizations
NK	Nkosenkonso
NRGP	Northern Rural Growth Programme
NRLRP	Northern Region Local Rights Programme
PTA	Parents Teachers Association
REV	Rural Education Volunteer Scheme
RG	Regular Giving
SAB	South Africa Breweries
SCP	Strategic Crises Programme
SMCs	School Management Committees
SMT	Senior Management Team
SODIA	Social Development and Improvement Agency
SVAGS	Stop Violence Against Girls in School
TUDRIDEP	Tumu Deanery Rural Integrated Development Programme

## LIST OF ACRONYMS

UELRP	Upper East LRP
UK	United Kingdom
UNDP	United Nations Development Programme
VAGS	Violence Against Girls
WACA	West and Central Africa
WACAR	West and Central Africa Region
WOM	Widows and Orphans Movement

# BACKGROUND OF ACTIONAID GHANA

ActionAid Ghana (AAG) is an Affiliate of ActionAid International, an anti-poverty Non-Governmental Organisation (NGO) working in over 40 countries in Africa, Latin America and Asia.

ActionAid Ghana began operations in Ghana in 1990 and now works with more than one million (1,000,000) people in Upper West, Upper East, Northern, Volta, Greater Accra and Brong Ahafo regions of Ghana. AAG fights for rights of the poor, lobbying government and other stakeholders to change policies and practices that adversely affect the lives of poor and excluded people. AAG also works to support communities' basic needs and improve their access to services. To achieve our objective, ActionAid Ghana works with community groups and local civil society organisations permanently to improve the situations and conditions of life of poor and excluded people in the long-term.

## OUR VISION:

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

## OUR MISSION:

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

## Our Goals:

1. Poor and excluded people and communities will exercise power to secure their rights.
2. Women and girls will gain power to secure their rights.
3. Citizens and civil society organizations across the world will

# BACKGROUND OF ACTIONAID GHANA

fight for rights and justice.

4. States and their institutions will be accountable and democratic and will promote, protect and fulfill human rights for all.

## VALUES

1. **Mutual respect;** to recognise the innate worth of all people and the value of diversity.
2. **Equity and justice;** to work to ensure equal opportunity for everyone, irrespective of race, age, sex, sexual orientation, HIV/AIDS status, class, ethnicity, disability, location and region.
3. **Honesty and transparency;** to be accountable at all levels for the effectiveness of our actions and openness in our judgments and communications with others.
4. **Solidarity with the poor;** powerless and excluded will be the only bias in our commitment to the fight against poverty and injustice.
5. **Courage of conviction;** 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.
6. **Independence;** from any religious or political party affiliation.
7. **Humility;** in our presentation and behavior, recognising that we are part of a wider alliance against poverty and injustice.



## FOREWORD

ActionAid Ghana's Country Strategy Paper (CSP IV) entered its second year in 2011. The year also marked the launch of ActionAid's international strategy dubbed "People's Action to End Poverty" here in Accra, Ghana in October 2011 with January 1, 2012 as its implementation date.

It is worth noting that the timeline for the review of AAG's third Country Strategy Paper – "Engaging Power to Fight Poverty" ended two years before the review of the international strategy – "Rights to End Poverty. In view of this, the Board had taken a decision that AAG proceeded with its CSP review at the due date so that any alignment, if necessary, is made when the international strategy was completed.

Thus with the launch of the international strategy, it behoves AAG to align its strategy to it. The Board of Trustees is delighted that after rigorous discussions and analysis at various levels - staff. Partners, the Board Programmes Committee – the alignment process was successfully reviewed and approved by the Board. It must be said that it was interesting to note how closely the AAG's CSP IV was aligned to the international strategy.

Again in the year 2011, AAG took steps to enhance the capacity of staff and partners through trainings in the areas of governance accountability, human rights based approach, outcome mapping among others. These courses are part of strategy to ensure that staff and partners have the necessary skills to deliver on the objectives of CSP IV.

In the year under review, ActionAid Ghana, as always, collaborated with partners, groups of people living in poverty, communities, and state institutions to address issues of violence against women and

## FOREWORD

girls, and the low representation of women in decision making, education resource management, access to quality education, access to productive resources by smallholder women farmers among others with remarkable impacts.

In the coming years, we shall continue using human rights - as a framework for action; using gender analysis and promoting women's rights and gender equality in all our work; working in partnership, alliances and movements with others; using people-centred advocacy and addressing the root causes of change without ignoring immediate and pressing symptoms of poverty. In using these approaches the prime objective will be to shift power significantly in favour of the poor and excluded particularly, to women and girls at all levels.

All too soon, come June 2012, the midterm review of CSP IV will be due. It is our expectation that the review process will critically examine programmes implemented since January 2010. The review will also inform the extension of the CSP IV or otherwise to ensure that future CSP's run concurrently with international strategies.

We are also proud that AAG hosted two very high profile conferences last year successfully in Accra. The conferences are the Directors' forum and the Communication for Change II.

## FOREWORD

The significant highlights of these fora included the launch of the international strategy “People’s Action to End poverty” and the advancing the process of the international communication strategy.

We are looking forward to an interesting and impactful 2012 because we are sure we can rely on our faithful supporters, partners, communities and stakeholders who have stood by us in our fight to **End poverty. Together.**



**Dr. Abena Oduro**  
**Chair, Board of Trustees**

# 1.0 INTRODUCTION

2011 has been a really busy year for AAG as we sought innovative and creative ways to align our CSP IV 'Rights and Responsibilities' to the international strategy entitled “People's Action to End Poverty”. The international strategy provides a very clear vision and direction of where we want to be in our journey in five years time – by 2017.

A job evaluation was also conducted to inform programmes, structure, staffing and responses to dwindling resource base. Over the years, AAG has worked with local NGOs to strengthen rights holders' organizations and these rights holders' organizations, with whom we have strategic fit, have demonstrated abilities of leading and driving their own agenda. AAG also took on tax justice work (building on the very successful partnership with AAUK, on the SAB Miller expose) and brought to the public domain the 74 million pounds loss Ghana made between 2005 and 2007 to the European Union (EU) as a result of tax avoidance by some multinational companies.

## 1.1 Programme focus

In the year under review, ActionAid Ghana reached out to over 159,000 women, children and men in 222 communities in 6 regions covering 12 out of 170 districts in Ghana through its 6 regional offices. ActionAid Ghana continued to support 2 Community Based Organisations (CBOs); 12 local NGOs and 6 National NGOs with whom we had MOUs, while strengthening rights holders' organizations that play important roles in enabling poor and excluded communities to mobilise for their identity, rights and dignity.

We collaborated with stakeholders and women groups to address

## 1.0 INTRODUCTION

issues of violence against women and girls, and the low representation of women in decision making, education resource management, access to quality education, access to productive resources by smallholder women farmers as well as low investment in women small holder farming activities among others.

Efforts were made to shift from discrete thematic confines (silos) to looking at the context of broader social change processes which promotes links across programmes and strategies to foster short and long-term change. AAG revised the job descriptions of thematic Programme Officers and Sponsorship Officers to reflect non thematic responsibilities. This is reflected at the national level with the promotion of joint activities like projects, engagements with the media, theme meetings and consciously building solidarity. More strategic engagement with various government agencies at different levels were also held to ensure that they have both the capacity and the political will to uphold their responsibilities to protect the rights of the poor and excluded.



## 1.0 INTRODUCTION

We have made some significant breakthroughs this year in struggles for women's participation in leadership and decision making and reduction of violence, particularly for widows and alleged witches. Some major gains were also made in the area of women's access to secure land and participation of right holders and their organizations in pro-poor government programmes like block farming and free school uniforms. We supported many women and girls' rights campaigns at the LRP (Local Rights Programme) and national levels facilitated through our regional and national offices. These were punctuated by public meetings, seminars, durbars, debates and route marches.

### 1.2 Snapshots

- An Affirmative Action Legislation Working Committee was set up to facilitate the Affirmative Action Bill drafting process.
- Nationwide public consultations aimed at developing an Affirmative Action Legislation (AAL) were held throughout the country to solicit input for the drafting of the AAL.
- A Working Committee on the Legislative Instrument (LI) for the implementation of the Domestic Violence Act was officially inaugurated in Accra on 15th June 2011 by the Ministers of Justice and Women and Children's Affairs – based on an initiative from AAG.
- In the Upper East Region, widows in Kongo, Winkogo and Bongo Traditional Areas are no longer publicly stripped naked during widowhood rites.

# 1.0 INTRODUCTION

- 24 communities in Asutifi district of the Brong Ahafo experienced decreases in domestic violence cases from 1,278 in 2010 to 1,040 in 2011 due to increased campaigning and awareness on domestic violence in the region by Community Based Anti-violence Teams (COMBAT) {AAG initiated community structures}
- About 1,000 people participated in a street demonstration to call for a stop to witchcraft allegations, banishment of poor and vulnerable women and children into 'witch camps' and for the safe disbandment of alleged witches' camps.



***Massive march against witchcraft allegations and 'witches camps'***

## 1.0 INTRODUCTION

- 232 pupils (from primary four to junior high school 3) in Apenamadi now have access to practical Information Communication Technology (ICT) lessons.
- AAG supported PTA dialogue meetings with the District Assembly has resulted in 1,080 pupils benefiting from three-units six classroom blocks for Gare-Gbane, Duusi and Nangode in the Talenai-Nabdam District.
- The Talensi-Nabdam PTA through dialogue meetings with GES has realised the right to be included on the committee that selects beneficiary pupils of pro-poor government educational policies (e.g. free school uniforms).
- The PTA in Bawku Municipal - through their dialogue meetings - were able to lobby the Municipal Assembly to increase their sponsorship of teacher trainees from 12 to 50 for the 2011/2012 academic year to address the shortage of trained teachers in the municipality.
- 390 Girls' Club members and 26 mentors of all 13 SVAGS project communities organised outreach programmes for 1,500 community members in their respective communities to promote girls' education rights and VAGS reduction.
- 13 Girls' Clubs developed and published a 'girls' club charter' to facilitate their campaign for a safe and violence-free school environment.
- Girls' clubs in AAG schools are successfully raising the enthusiasm of girls to stay in school and attracting girls back



to the classroom who had previously dropped out. 17 year old Maria Salifu a pupil of Nayoko JHS who had dropped out of school because she was pregnant was convinced by the local club to return after delivery.

- AAG's support for farmer network activities led to 581 small holder farmers (245 men & 336 women) benefitting from the government's block farming mechanization programme - which provides agricultural inputs like fertilizer, improved seed and mechanization services to farmers on credit.
- Increased access to extension services by 45 smallholder women farmers enabled them to increase their yields from an average of 3.5 to 4 bags of maize per acre to 6.5 to 7 bags of maize per acre.
- At least 30 more women now farm on 0.5 to 3 acres of secured land devoid of any land litigation by signing a tenancy agreement with their landlords in the Asutifi District

## 2.0 WOMEN'S RIGHTS



**G**hana has ratified a number of international charters and conventions that seek to promote an end to violence against women. Beyond this, it has put together its roadmap to steer programmes aimed at ensuring that women enjoy their fundamental human rights. This is evidenced in the passage of the Domestic Violence Act on 21<sup>st</sup> February 2007. However, eradicating violence against women in Ghana is bedevilled with many impediments. Integral amongst them are attitudes, beliefs and cultural practices which place men above women and also overlook certain violent actions perpetuated against women.

Although women play a very important role in the development of any country, however like in most African countries in the sub-region, women, the major population in Ghana, still face discrimination in all spheres of endeavour - political, economic and social. Most Ghanaian women have faced exclusion from decision making, especially in the public sphere right from colonial times through modern state administration until today.

AAG and partners continue to focus on two critical issues to respond to the challenges above: 1. demand for the passage of the Legislative Instrument (LI) to the Domestic Violence Act 2007 and 2. demand for an affirmative action law to ensure fair representation of women in decision-making positions.

### 2.1 Demand for the passage of the Legislative Instrument (LI)

The DV Act 732 (2007), intended to protect particularly women and children from domestic violence and to facilitate access to justice through processes that enable people to have their rights protected, is not still operational due to the absence of a Legislative Instrument.



A Legislative Instrument when in place, would outline the forms necessary to facilitate implementation of the Act (such as protection order forms); would also prescribe the kinds of training that police and court officials must have; provide for education and counselling of victims and perpetrators; would provide for shelters (including how such facilities will be managed); describe the required enhancement of social welfare services; as well as the modalities for free medical treatment for victims of violence and the modalities for financial assistance to victims.

Across six regions, ActionAid and partners implemented strategic interventions around the passage of the LI; lobbying for the formation of a working group to draft the LI, evidencing best practices that government could replicate to eliminate violence against women and influencing the reformation of negative cultural practices perpetuated due to the absence of an effective legal instrument.

### **2.1.1 Technical Working Committee on the Legislative Instrument formed**

AAG has been associated with the Ark Foundation and the DV Coalition campaigns for the passage of the LI. In collaboration with these partners, a series of meetings on implementation of the Domestic Violence Act (Act 732) were held. This led to the formation of a CSO led Legislative Instrument Working Group to liaise with the Ministry of Women's and Children's Affairs (MOWAC) to develop appropriate procedures and processes to form the basis of the drafting instructions to be prepared by the Attorney General's Department for the Legislative Instrument required for the full and effective implementation of the DV Act (2007).



These interactions and local level campaigns resulted in the formation and inauguration of a Technical Working Committee on the Legislative Instrument by MOWAC with thirty-three (33) members from various state institutions and civil society organisations including ActionAid Ghana. The Working Committee is primarily tasked to develop a model regulation for the Attorney General's Office which will in turn formulate and draft the substantive legislative instrument. The model regulation document was developed and submitted to the AG's Dept {in record time} in December 2011. Lobbying and advocacy activities are still being carried on by CSOs (including AAG) to ensure the drafting is also completed in record time – before the electioneering campaigns for the 2012 general election derails the process.

### **2.1.2 COMBAT, a community structure reducing domestic violence**

Victims/survivors of abuse face many challenges that hinder them from accessing justice. Challenges include the absence of structures especially at the community level to prevent the abuse or to support victims to access justice. Responding to this, in 2011 ActionAid Ghana trained 128 community members from 33 communities Upper West, Upper East and Brong Ahafo Regions to establish community led grassroots structures called Community Based Anti Violence Teams (COMBAT) to fight all forms of domestic violence. The success of the model has encouraged AAG to promote it as a model for replication by government in communities with a high incidence of violence

COMBAT's success is evident in AAG communities. Due to the work of COMBAT more domestic violence cases are being reported to the Commission for Human Rights and Administrative Justice (CHRAJ)



and to the Domestic Violence and Victims Support Unit (DoVVSU) offices.

In 2011, 24 community COMBAT in Asutifi district (Brong Ahafo Local Rights Programme) settled 19 cases of domestic violence. They however reported 9 cases to the CHRAJ and 5 to DoVVSU. While in 2009 and 2010 reported cases of DV increased from 1,028 to 1,278 representing about a 2.5% increase. In 2011, the figure came down to 1,040 partly due to COMBAT increased campaigning and awareness creation on domestic violence.

29-year-old Akua Doris from Kenyasi 3, married with two boys remarked during a monitoring visit on work of COMBAT as follows:



*Akua Doris, Kenyasi No. 3*



*“I have heard of COMBAT and even my mother is one of the members. I learnt it is ActionAid's quest to ensure peace and violence free environment for people especially, women and children that is why they supported the community to establish COMBAT to settle some minor differences between people and report those of criminal dimensions to the police for the law to take its course. Recently in this community, some boys who were noted to be causing violence to girls and women were stopped. On one occasion COMBAT people called them to order but they did not listen to them. Then they called in the police who came and arrested them. Since then the community has enjoyed some sort of peace as the trouble makers fear COMBAT and the arrest of the police. These days one can hardly hear of wife battering and its related cases. I can say that all these are results of COMBAT activities. We are grateful to ActionAid for the efforts”.*

In a dialogue meeting between AAG partners and the Upper West Regional Coordinating Council, (a regional level governmental body), where the contribution of COMBAT in reducing violence was highlighted, the Regional Coordinating Council issued a directive to 8 District Assemblies to collaborate with AAG to form COMBAT in selected communities with a high incidence of violence. AAG will be following up on the implementation of this directive.



### **2.1.3 Challenging customary traditions and changing rules**

Ghana's 1992 Constitution officially bans all cruel and inhumane aspects of cultural and traditional norms. Over the past decade, several laws have been enacted to criminalise violence against women. The Criminal Code imposes sanctions with respect to defilement, forced marriage, customary servitude, female genital mutilation, abuse of widows as part of 'widowhood rites' and the practice of banishment of "witches".

Despite these legislations, women in Ghana frequently face abuse and violations of their constitutional rights. Many women, particularly in rural areas, remain subject to traditional male dominance, practices and social norms that deny their statutory entitlements.

AAG and partners have focused interventions to challenge taboos and violations of widows and alleged witches. Several years of AAG and partners challenging these traditions have resulted in significant changes. Several widows in the Upper East LRP (UELRP) who would have been subjected to the customary tradition of being stripped naked in public as part of widowhood rituals have participated in modified rituals without being stripped naked, thus, breaking custom and tradition, restoring dignity to widows and empowering the organization of widows who have been fighting for a change.

Another significant development is that alleged witches who previously were too frightened to pass even one night outside the witches camps now participate in AAG residential seminars and



workshops outside the camps spending two/three days outside the camps safe from attack / recrimination / repeated allegations of causing disaster.

#### **2.1.4 Widows are no longer stripped naked in public**

One of the most undignified widowhood rites practiced in the UELRP involves the stripping of widows naked in public, bathing them in scalding hot water after which they are only permitted to tie leaves (from the shea tree) around their waists and then made to walk barefoot from one end of the village to the other to prove their innocence of the death of their husbands.

ActionAid Ghana in collaboration with partner Widows and Orphans Movement (WOM) and the network of widows organized **6** sensitization meetings, **10** community durbars/fora, for **10** selected divisional/sub-chiefs and **50** opinion leaders in the Talensi-Nabdram District where widows who had gone through this practice shared their horrifying testimonies on the effects of widowhood rites on their lives. As a result of these activities which are built on previous interventions, in 2011, it is estimated that in the Kongo traditional area alone, about 150 widows have been spared this dehumanizing cultural practice. Widows in two other traditional areas Winkogo and Bongo, both in the Upper East Region, are no longer stripped during widowhood rituals.

AAG and partner WOM have mobilized the widows in Talensi-Nabdram into associations who have been networked at the regional level. Currently there are 22 Widows' Associations in LRP 6 with total membership of 990 women. They meet regularly to share experiences and to develop actions on the abolition of other rights violating widowhood practices such as forced confinement and





imposition of food taboos.

36 year old widow and a mother of 8 (4 boys and 4 girls) from Kongo said

*“ my husband died in 1994 but the funeral was performed in March 2011. If the funeral has been performed in 1994 I would have passed through the ordeal. But luckily for me my husband's family kept postponing the funeral until 2011. By which time the practice of being stripped naked had been abolished by the chief and elders of Kongo Traditional area. So when I was performing the funeral, I was not stripped naked or bathed in the open as it used to be the practice. I thank ActionAid Ghana and WOM for their good work ”.*

### **2.1.5 Campaign for reintegration of alleged witches**

Various events and programmes were organized by the Northern Region Local Rights Programme (NRLRP) to draw the attention of the general public and state authorities towards the state of the six alleged witches' camps in the region.

The campaign was carried out through public discussions of their plight on radio; engagement fora and meetings with local government authorities; issuance of position papers through the print and electronic media; a stakeholder conference; and street demonstration. AAG successfully worked with a range of statutory institutions, religious and traditional institutions, media and civil society groups in carrying out the campaign. Recognizing that the youth – particularly young men - have a critical role to play in the accusations of witchcraft, AAG sought a long-term collaboration



with the keep fit clubs in Tamale (run and used mainly by young men) as dedicated activists against witchcraft allegations. This is a previously untapped resource that AAG believes fits in well with objectives in both its CSP and Peoples Action.



***A section of alleged witches in a discussion***

These interventions have resulted in an increased public awareness of the plight and rights of these vulnerable women and their dependants. Additionally, there has been an unprecedented nationwide reportage of issues concerning the alleged witches leading to government's announcement to disband the camps. In a statement to that effect, the Deputy Minister of Women and Children's Affairs, Hajia Hawawu Boya Gariba said "The government will not allow such dehumanizing conditions at the witches' camps to continue to exist".



Despite welcoming this position by government, AAG supported the Alleged Witches Network, 'Tigbubtaba'<sup>1</sup>, to decry the deficiencies in consultation leading to government's decision and to express their reservations with the apparent hasty and uncoordinated approach proposed. Tigbubtaba insisted that government should consider safety and security issues inherent in the disbandment of alleged witches' camp in Northern Region.

In a communiqué presented to the President of Ghana, Tigbubtaba called on government to establish a specific programme with definite budget accompanied by a roadmap for the disbandment, adding that the roadmap must be developed in a consultative manner with all stakeholders, including the alleged witches and their primary communities. Mariama Bukari Nakpanzoo, President of the Tigbubtaba Witches Network said that

*“Government must also put in place a specific, pragmatic and operational legal regime that will halt fresh witchcraft allegations and ensure our safe reintegration into any community of our choice. The roadmap must provide for psycho-social and economic empowerment components that will guarantee some peace of mind and economic independence for we and our dependants”.*

---

<sup>1</sup> 'Let's unite' in the Dagbani language



**Mariama Bukari Nakpanzoo, President of the Tigbubtaba Witches Network.**

The most significant change accomplished in the year under review was the recognition, acceptance and response received from government through the Ministry of Women and Children's affairs of 'Tigbubtaba' and a newly formed multi-stakeholder working committee on the disbandment of the alleged witches' camps.

AAG is very proud of the solidarity that has been built between the alleged witches, traditional and opinion leaders, the youth as well as concerned members of the public, and will continue to work to entrench this nascent grass roots movement.



## **2.2 Demand for an affirmative action law**

Ghana's 1992 Constitution and other laws recognise the principle of equality and the right to non-discrimination as central to the success of genuine democratic ideals. They give recognition to the equality of political, economic and social rights to elect and to be elected.

In addition, Ghana is a signatory to various international conventions including the Beijing Platform for Action, which calls for a 30% threshold as a minimum for women's effective representation. Many countries have attained this recommended threshold through various forms of Affirmative Action initiatives. It is critical that Ghana moves towards CEDAW's call: "to take all appropriate measures to eliminate discrimination against women in the political and public life of the country."

In line with this, AAG and partners have continued to implement interrelated programme activities with the long-term objective of engaging, mobilising and advocating for an Affirmative Action policy for Ghana by election 2012 to increase women's participation and representation in politics and in decision-making.

### **2.2.1 Directive on appointment of Assembly persons**

In response to the persistent demand from women and CSOs (including AAG) to increase women's representation in local governance considering the abysmal outcomes for women who contested the 2010 local government elections, the government issued a directive to all Metropolitan, Municipal and District Assemblies (MMDAs) to appoint at least 40% women of the 30% government appointees to serve on Assemblies. AAG and partners welcomed the directive and issued a press statement to commend government while demanding that the MMDAs to comply with the



directive. The press statement received extensive coverage especially in the print media. However, due to the absence of a law to back the directive, most of the MMDAs did not comply with the directive hence proving the need to continue advocacy for an affirmative policy law in Ghana.

## **2.2.2 National consultations on affirmative action bill**

AAG interventions and demands led to the launching and subsequent regional consultations on the drafting of an Affirmative Action Bill (AA Bill) by the Department of Women of MOWAC. The Ministry bought into the idea of beginning the national process on the AA Bill due to the advocacy initiatives of AAG's national partner, ABANTU who has partnered with AAG to call for the institution of AA for over a decade.

## **2.2.3 Dialogue with Parliamentarians**

In the course of the year, ABANTU for Development organised workshops for both 18 Parliamentarians and 35 Women Leaders from selected Political Parties on Affirmative Action to strengthen constituency mobilization. Promising commitments were made by these policy makers to support the demand for Affirmative Action.

The policy makers promised to also advocate for a system as used in the selection of Members of the Council of State, which is similar to the District Assembly system of appointing the government's reserved seats in line with modalities on gender and regional representation. An example is the call for government to reserve some of the seats for women parliamentary aspirants.



## 2.2.4 Affirmative action in political parties

Democracy will not assume true and dynamic significance unless political parties allow women full and equal opportunities with men in the management and conduct of political party activities. A workshop was therefore organised by ABANTU for Development with support from AGG for thirty women organizers of the Convention Peoples' Party (CPP) on affirmative action in the build up to their national congress to elect their national executives.

Enhanced knowledge of the CPP women leaders on AA as a tool for increasing women's participation in their party resulted in the election of the first ever female Chairperson of a major political party in Ghana. In addition, four women were elected to hold commanding leadership positions in the Party.



***The first and only elected female Chairperson of a Political Party in Ghana-CPP - Samia Yaba Nkrumah.***



## 3.0 RIGHT TO EDUCATION



Our work on education rights focused on facilitating effective school governance, campaigning on rights to and in education as a fundamental right and challenging violence against girls in school. Media advocacy, mobilising organisations and like-minded activists and groups were an important component of our work with a focus on the most vulnerable children from deprived communities in our LRPs i.e. disabled children and girls.

### 3.1 Influencing National Education Sector Review processes

With the support of our national partner in education, the Ghana National Education Campaign Coalition (GNECC), we participated in the National Education Sector Annual Review processes by presenting a position paper on access and quality and management as key priority areas that the 2011 National Education Sector Review Meeting should focus on. In fulfilling her commitment to the position paper issued at the review meeting, the Minister for Education has tasked the Girls' Education Unit to develop a paper on re-entry which was one of the main issues on access raised in the position paper, for study and consideration.

### 3.2 PTAs driving agenda for improved quality education delivery

In order to generate issues to inform GNECC's advocacy agenda, ActionAid supported partners in six regional programmes to continue to work with SMCs/PTAs, communities and civil society to participate actively in advocating for adequate educational resources and their utilization, and challenging teachers' absenteeism and reporting late for school thus having less contact time with the pupils.





In the Upper East region, PTA dialogue and engagement meetings, supported by ActionAid and partners, created space for PTAs to get the Bawku Municipal and Talensi-Nabdam District Assemblies and their respective Ghana Education Service Directorates to develop a roadmap with commitments to deal with key challenges (such as poor performance of pupils at the Basic Education Certificate Examinations, inadequate supply of trained teachers and poor school infrastructure) facing the education sector. In response to the road map, Bawku Municipality where there is a short fall of 743 qualified teachers in the 150 schools across the Municipality as at August 2011 due to the protracted ethnic conflict, has increased the sponsorship of teacher trainees from 12 to 50 for the 2011/2012 academic year.

The PTA in Talensi-Nabdam was able to use the advocacy and lobbying skills acquired through AAG's support to get the District Assembly to commit to constructing three six classroom blocks for Gare-Gbane, Duusi and Nangode which will benefit about 1,080 pupils in beneficiary communities. One of the six classroom blocks was constructed in Duusi with the other two earmarked for 2012. Further, as a result of their demands, the Talensi-Nabdam PTA has been incorporated onto the 7 member committee that selects beneficiaries of the government free school uniforms project, and have been involved in distribution and monitoring of the free uniforms.

AAG and partner - ASUDEV - in the Upper West Region launched a campaign to increase women's participation in school governance by facilitating the restructuring of community and district level PTAs in the Sissala East District. A stock-taking study conducted by ASUDEV on the state of 84 PTAs revealed that PTA executives tended to overstay their tenure of office leading to inactiveness in most of the PTAs.



ASUDEV and Ghana Education Service (Sissala East) facilitated PTAs to restructure their leadership.

New executives were elected to serve two year terms of office. This exercise has tremendously increased women's representation on PTAs. Out of 336 of PTA executives in the district, 124 women were elected with 2 women getting Chairperson positions and 16 being elected Vice Chairpersons. This represents a 100% increase from previous numbers that is 61 in 2009 to 124 in 2011, tremendously increasing women representation and participation on PTAs. In Challu, where a female was elected Chairperson, the Assembly has supported a six classroom block through effective demands from the community under her leadership. Their (PTA) active participation has contributed to improved performance of girls in 2011 BECE results in Sissala East. In Challu, Pieng and Bujan where the number of girls who have passed the 2011 BECE has improved from zero to an average of 44% of girls usually presented for the exams.



***Six classroom block constructed in Challu***



In Wawaso in the Volta Region, the PTA successfully tracked inputs for the construction of the Junior High School block in the community which has resulted in the dismissal of the entire constructional workers on the school block. The Vice Chairman of the PTA, Francis Nkrumah, testified that "NOCID, with the support from ActionAid, has organized a number of training workshops on the Roles and Responsibilities of PTAs in school governance and in promoting quality teaching and learning in our schools. During those training programmes, we learnt a lot on how PTA/SMCs should know about the schools in their communities, and what we (PTA/SMCs) should do and should not.

*“All these knowledge and skills are fresh in my mind and these always urge me and my colleagues on to talk about what is not going on well in our community, especially, in the area of education. What even gave us more 'power' was the training we had in Budget Tracking which made us to develop keen interest in school resource management to ensure that funds and other materials/equipment supplied to schools are used properly and effectively for the intended purpose. It was, therefore, a matter of course that when the workers were pilfering the building materials, some of us were quick to question them and now our action has yielded the desired result – a quality 3-unit JHS classroom block has been provided for our children. In fact, many things have changed in our community since then”.*

In collaboration with Grameen Ghana, PTAs in the Northern Region formed a joint committee to monitor the activities of teachers to eliminate teacher absenteeism in the region.



The joint committee currently works with PTAs in all parts of the region to strengthen supervision in all schools and also to collate information on teacher absenteeism in their respective areas. This is the result of concerns raised by parents and civil society organisations that many teachers were often absent from classrooms which was contributing to poor performance of pupils in the region in the nation wide examinations.

### **3.3 Rights holders taking responsibility to make ICT lessons practical**

ActionAid in collaboration with Ghana Education Service has worked to strengthen 30 Parent Teacher Associations (PTAs) in Asutifi. This has resulted in an increased demand from PTAs on government to provide the necessary teaching and learning materials at all levels. In Apenamadi, the executives of the PTA (five male and two female) led the PTA to raise funds to purchase five computers and their accessories with generator for the school. 232 pupils (from primary four to JHS 3) in Apenamadi now have access to practical Information Communication Technology (ICT) lessons and the school can register their students to sit for ICT in their Basic Education Certificate Examinations. The community continues to bear the cost of running the generator to enable computers to be used.

The PTA engaged the government (District Assembly) to provide electricity for the school and commiunity. After repeated lobbying, the District Assembly has promised to extend electricity to the community. Meanwhile the community has taken steps to wire the school pending the connection to the national electricity grid supply. The PTA are still working to get the Assembly fulfill its promise.



15 year old Charlotte a beneficiary of the ICT Centre remarks

**“***“Interesting! I can now boot a computer; I also know the names of some parts of a computer like the mouse, monitor, keyboard, central processing unit etc. I am beginning to type my name and some few sentences. The computers have made the learning of ICT practical and easy because when my teacher mentions a part of a computer, he uses the computer to show me that part.*

*At first, it was very difficult for me to learn ICT since we were just learning about the computer in theory but actually I did not even know how to start a computer. However, I think five computers serving 232 pupils is woefully inadequate. The Assembly should come in to support us by providing more computers and connecting the community onto the national electricity grid”***”**.



**In the front row is a smiling Charlotte Banso. Left to Charlotte is Mary. On her right, are Owusu and Ernest in an ICT class.**



Over the year, the joint committee has had two dialogue meetings with GES, District Assemblies, Education Sub Committees of District Assemblies, CBOs and NGOs to ensure fair distribution of teachers - especially to rural schools. These meetings have contributed to an increase in the number of teachers posted to rural schools in the region from 6,272 in 2010 to 7,840 in 2011. The joint committee is in the process of gathering evidence on teacher absenteeism to inform their future engagements with government on the situation.

### **3.4 Working with Girls' Clubs as rights holders**

Girls continue to be a key social group in the work we do. This was reflected in the activities and campaigns we undertook in all the regions where AAG works.

A total of 1,045 girls from 6 regions participated in two week long girls' camps to build their confidence to believe in themselves and pursue their chosen career to the highest level possible. Building on the experiences gained from the ground while engaging with the communities, in 2011 AAG laid special stress on knowledge, ideas and debate generation. This reflected in a number of consultations and girls-duty bearers and girls-community interfaces organized after the camp. The 2011 girls camp participants worked with past girl campers and girls club members to launch a campaign to assess the factors that hindered their education using the community score card methodology. The findings were used to initiate and evidence discussions with parents and community members, resulting in quarterly 'girls'-community fora' being established, and some promising commitments from Chiefs sanctioned those who abuse the rights of girls.



13 Stop Violence Against Girls in school project girls' clubs in Nanumba district (NLRP) developed and published their girls' club charter to facilitate their campaign for safe and violence-free school environments. Drawing on lessons from the various international conventions on the rights of children, the ActionAid Promoting Rights in School manual and 3 years' experience in the 13 clubs, the girls spelt out the rights and responsibilities of girls, teachers, and education authorities in the 'Stop Violence Against Girls in School Girls' Club Charter'. The charter which outlines rights specific to promoting and protecting girls and their education rights is intended to sensitise authorities, girls and boys in school on violence to and in schools. The Charter address violence including corporal punishment, harassment and abuse (sexual and emotional).

2000 copies of the Girls' Clubs Charter were distributed widely to all pupils and teachers in the 13 project schools. Copies were also shared with the District Education Directorate (Nanumba North and South), District Assemblies as well as chiefs and opinion leaders of the project communities. All stakeholders especially the Directors of Education pledged their support to ensure operationalisation of the charter.

In surprising but most welcome news, this initiative by the girls had an impact far beyond their expectations, in that the Nanumba North District Education Director committed that copies of the Charter will be made and shared to other schools in the District. Copies of the Charter are also being disseminated by advocacy partner GNECC, who has affiliate members in 5 regions of the country – thus AAG expects that there will be many more Charters being developed all across the country.



The 13 girls' clubs under the SVAGS project organised 13 community outreach programmes for 1500 community members (650 women, 550 men and 300 boys and girls) to promote girls' education rights and VAGS reduction. In Chamba, club members walked through the community sensitizing all the people including out of school girls on the need for and rights of girls to education and on violence prevention in schools. The girls then petitioned the community (through the Chief) to abandon child marriage and to ensure that perpetrators of child and exchange marriages are prosecuted. They also called upon the Chiefs and elders to ensure that parents support girls who had dropped out of school due to pregnancy, or marriage or any other reason to return to school.

In Bimbilla, the girls' club developed key messages on cards and posted them in public places in town as part of their outreach activities. Messages such as 'Send the girl child to school' ' Girls have right to education' 'Stop violence against girls in school' among others were posted on tree trunks, walls, bridges in the market places, hospital, schools, churches and mosques to draw peoples' attention. The girls then spoke in person with 200 (150 female, 50 male) community members on the messages and distributed SVAGS advocacy flyers to women in the market to sensitise them on the need for girls' education.

The existence of girls' clubs in schools is raising the enthusiasm of girls to stay in school as well as attracting 36 girls who had dropped out of school to return to the classroom. 17 year old Maria Salifu a pupil of Nayoko JHS who dropped out of school as a result pregnancy and was convinced to return by members of the club has this to say:





*“ I have bitterly learnt lessons from my past experience and shall never repeat it any longer. I will also try my best to ensure that other girls do not go through my experience. I will do this by gladly sharing my experience with members of the club and other girls in order for them to avoid my mistakes” .*



***Salifu Maria, 17 year old mother of a two year old***



### 3.5 Boys as agents of change

In recognizing boys as key stakeholders and agents of change in the reduction of violence against girls in school, 53 boys participated in the maiden Annual Boys' Camp 2011. The aim of the boys' camp was to enlighten boys on issues of violence against girls, highlight the rights of girls to and in education and to increase their understanding of the human rights of children, especially girls, and most importantly to create a cadre of male champions against violence against girls in school. The boys' club participants had opportunity to meet male and female role models who deconstructed their negative perceptions of girls' education gender roles and VAGS through clarifying myths and misconceptions around gender.

*“The boys' club and the boys' camp have helped me to know who I am and what I can do help stop violence against girls in my society. Now I see all the girls in my school as my sisters and so I want to see them happy and active all the time. I am also going to try my best to teach the boys to stop the violence against girls. I will tell them to stop insulting the girls calling them 'bad girls'. They should help the girls to do household chores like sweeping, going for water, washing, cooking and taking care of the little ones. They should also learn with the girls at school and at home. The boys club and the boys' camp have given me the opportunity to socialize with girls and know some of their problems”*. - **Sualisu Abdul Latif of Our Lady Of Peace Primary School.**



### **3.6 Working with children with special needs**

Despite Ghana's constitution and its Free Compulsory Universal Basic Education (FCUBE) policy, some children with disabilities as a result of parental ignorance and cultural beliefs do not enjoy equal treatment especially with respect to their rights to education. As a result, BALRP and partners Centre for Maternal Health and Community Empowerment (CMCE) and Social Development and Improvement Agency (SODIA), undertook a community sensitization on the rights of all children to education, irrespective of disability, in all the 40 partner communities in Asutifi and Tain districts to encourage parents and guardians to provide equal opportunities for all children.

In Asutifi, 1,075 parents were reached (200 male and 450 female), and 425 children heard the messages. In Tain 647 parents were reached (230 male and 417 female) with 117 children reached.

The awareness raising proved to be an eye-opener for both parents and affected children in Tain and Asutifi LRPs and has empowered them with a new reason to live in dignity. In Tain, 58 children (35 female and 23 male) at the basic school level, from nine communities were identified as suffering from some form of disability of various degrees of severity and not in education. Through the AAG disability trained PTAs, the children's parents were encouraged to send the children for medical attention while some were sent to a specialist School for the Deaf.

The PTAs in the two districts are following up with the Special Education Unit of Ghana Education Service and the District Assemblies in the two districts on the need to provide the additional necessary support in mainstream classrooms so that these children



are able to access their constitutional right to education.

At Yawusukrom, three children were identified as deaf and mute, one of whom was eight-year old Lawrencina Nketiah. Her mother, Augustina Boahemaa a 30-year-old small-holder farmer, followed up the sensitization and information session by securing Lawrencina a place in the Bechem School for the Deaf and Blind, after getting the information.

*“I did not know that this my child could also go to school as I even did not know that there existed any special school for such children near us. When I visited the school compound, I became amazed when I saw many of such children. The school authorities welcomed me nicely and assured me of vacancy for my child and gave me forms to complete. They however told me that I should bring her back when she attains the age of 10. By then she can bathe on her own.*

*They also advised me to send her to the 'normal school' for a while, where she can get used to the school environment. I think this information should be extended to many villages where parents of many children like Lawrencina might not have had this opportunity. I thank ActionAid for the good work you are doing for a child of people like me to get a better future”.*

The BALRP will continue to build the capacity of the District PTA Network to engage the District Assembly to ensure the rights of children with special needs by providing classrooms with appropriate structures for pupils with physical disabilities.



**8 year old Lawrencia Nketiah and her mother, Augustina Boahemaa**

## 4.0 FOOD RIGHTS AND CLIMATE CHANGE



**A**ctionAid continues to solidarize with rural women and has called on policy makers to redress the plight of rural women; particularly their access to productive investment in small holder farmers related activities and in climate mitigation and adaptation. AAG collaborated with partners at both national and local levels to demand access to productive resources like extension services, other government programmes and land by smallholder women farmers as well as calling on government to increase investment in women's small holder farming activities.

### 4.1 Claiming rights to productive resources

#### 4.1.1 900 women on government modern agric project

During the Global Call to Action Against Poverty (GCAP – Stand Up Against Poverty Day) forum organised by ActionAid in the Upper West Region, AAG was pleased to note that the Regional Minister, Alhaji Saliah in highlighting the important roles played by women, issued a directive to District Assemblies to assist at least 100 smallholder women farmers per district on the modern agriculture project in 2012 to boost their capacity to produce more food to feed their families and the rest of the country.

In all, 900 women have been registered by the various District Assemblies to benefit from the government modern agriculture project. Though some women are already on the project, these women will be given special attention due to their activism in the midst of their vulnerability. AAG UWLRP is following up on this directive to ensure women benefit as promised. Related to the above, the Behisong Farmers Group in the Wayamba Community of the Tamale Metropolis, made up of forty (40) farmers comprising ten



(10) female and thirty (30) male farmers have also been included in the Northern Rural Growth Programme (NRGP). The NRGP is a Government of Ghana programme aimed at achieving sustainable growth in agricultural and rural livelihoods and food security for the rural poor in northern Ghana. It specifically seeks to develop remunerative and inclusive agricultural commodity value chains. Despite the commencement of the programme implementation in 2008, information about the programme, the state of its implementation and access have been limited. Not a single farmer in all 36 operational communities of AAG, NRLRP in Tamale had benefited from the programme since its introduction in 2008.

This access will improve and make available to 40 farmers, productive resources like seeds, credit, fertilizer, and extension and market information ultimately increasing their output and thus their income.

#### **4.1.2 Access to extension service increased yields**

AAG in collaboration with Centre for Maternal Health and Community Empowerment have supported 45 women farmers in Koforidua community to access extension services twice every month from personnel of the District Agricultural Development Unit (DADU). This is a result of several campaigns through meetings with the Assembly, presentation of position papers during farmers' day, and the building of strategic alliance with other farmers' groups. The extension service received has helped these women especially maize farmers to increase their yields from to 3.5-4 bags per acre to 6.5-7 bags per acre.

Madam Akosua Afriyie, a 52 year old woman with three children attested to this when she said,





*“The Agricultural Extension Agent working in this community now pays regular visits to our farms and also organizes community durbars to educate us on modern methods of farming. Before, it could take months for anyone to see an Agricultural Extension Agent attending to farmers in this community but now this has changed. Looking at my farm, am very hopeful of a harvest of about 3 bags of cocoyam and 300 bunches of oil palm fruits”.*



***Madam Akosua Afriyie harvesting palm fruits***





## **4.2 Women access to secure land**

While working to change the gender biased land policy in Ghana, AAG continues to empower women to secure farm land through other means. To enhance women's access to secure land and to ensure food security, ActionAid BALRP (Asutifi District) educated 25 partner communities on the land administration project and trained 120 women tenant farmers on the need for formal tenancy agreements. 30 of the women tenant farmers have succeeded in securing their farm lands by getting a documented tenancy agreement with their landlords and have been advising other women farmers on the need to have a documented agreement on any rented farm lands.

With the support of AAG partner, Tumu Deanery Rural Integrated Development Programme (TUDRIDEP), two groups of 40 women members each in Banu and Bassisan secured 1 acre of fertile land on the communities' irrigation site which was previously 'hijacked' by men on the pretext that the women have so many household chores to perform and they would not be able to undertake dry season irrigation farming.

To change the status quo, AAG supported the women to fence the land. The women have planted various crops including beans, tomatoes, okro, onions and other vegetables. Each of the 40 women are estimating about GHC 10.00 cash a week over the two month harvesting period. Thus it is expected that each of them will record an increase in income of about GHC 80.00 (£30) in addition to household consumption and increased in crop yield of about 10% to supplement the main season's harvest. With their increased self confidence these two groups of women were also able to mobilize 500 men and women from the two communities to reinforce the dam wall which was near collapse due to the 2010's heavy rains.



Safura Issah, 42 years and mother of 3 says:

*“We are now sure of getting fresh vegetables to improve our children's health during this dry season. We will even sell some and make some income from it to meet other needs. We are already learning a lot about how to grow vegetables from this project. It will help us to improve on our production from our main farms during the main raining season”.*

In the Jirapa District, 227 women small holder farmers demanded their right to own and inherit fertile land from Chiefs and family heads during Rural Women's Day.

*“We women are often given the most unproductive parts of the land for our agricultural purposes. When the men who own the land realize that we have succeeded in improving the soil fertility of the land they come to reclaim 'their' land leaving us to our fate to start all over again” - Clarissa Galyuoni, 61, testifies”.*

In supporting the demand made by the women, the DCE appealed to the Chiefs to ensure that women are not denied access to fertile land for farming and again highlighted the demand during the 2011 National Farmers' Day in the Jirapa District. In response to the women's demand, nine Chiefs out of the ten communities we work in promised to support the women's demand. Thus an estimated number of 4,000 women, will get access to an average one acre of fertile land each. This will be made available to them in April 2012 before land preparation starts for the farming season.



**Madam Helen Manu, a 38 year old farmer and a mother of four children narrated her story**

*“Gaining access to land for farming has always not been easy for a woman like me. The landlords employ all means such as price hikes to discourage us from accessing the land. On some occasions, my colleagues who hired lands for farming have been cheated by their landlords because they didn't undertake any documented tenancy agreement. The landlords deliberately ask for their lands back before the scheduled time just to bring about litigation they know would favour them.*

*When litigations arise the best thing a woman could do is abandon the land and look elsewhere and this comes with a cost. I was very happy when ActionAid educated us on land issues and made us aware that, the laws of Ghana frowns on all forms of discrimination against women in the acquisition of land.*

*The training on tenancy agreement for tenant farmers has enabled me to undertake a well documented tenancy agreement which will prevent me from being cheated by my landlord. I now do my farming business peacefully on a secured land”.*



***Land tenure security, a sure way to food security***

### **4.3 Investment in Agriculture**

In Ghana, lip service is paid to the important role of women in agriculture, but ActionAid Ghana's research on public financing of agriculture in Ghana brought more empirical evidence on women's poor access to productive resources. For the 2011 national budget, Ministry of Food and Agriculture had only 2.8% of the national budget and the number of directorates in the Ministry of Food and Agriculture (MOFA) headed by women is insufficient. Out of MOFA's GH¢ 221 million budget allocation in 2011, the Women in Agricultural Development's share was GH¢ 86,7762 which is 0.4 per cent of the national budget.



It is in the light of the above, that 76 women (representatives from four districts) in the Northern Region registered their displeasure with the government, complaining of their inability to fully participate in the block farming scheme introduced by government to enhance agricultural production. In a communiqué presented to the government through the DCE, the women stated that they had inadequate information on the block farming scheme due to inadequate funding for education on the project thus making their active participation impossible. This is evidenced by the fact that, out of an estimated 122,457 female farmers in the Northern Region, only 1,828 benefitted in 2010, 3,110 benefitted in 2011 as compared to 13,894 male beneficiaries in 2010 and 11,335 in 2011.

The communiqué also called on the government to expand the crops currently being promoted to include crops such as groundnuts and vegetables which many women produce as well as providing adequate Agricultural Extension Agents to provide technical support to smallholder farmers. The representatives warned the government that gender parity would continue to widen if the government did not immediately take into consideration their concerns.

## 5.0 TAX JUSTICE



ActionAid Ghana was not involved in any work on tax justice until AA UK initiated the research on SABMiller. Accra Brewery, a subsidiary of SABMiller was among the sampled subsidiaries to be investigated. AAG was asked to support the exercise by establishing contacts and also facilitate movement of the research team for the Accra Brewery investigation.

The research team's work in Ghana enabled AAG management to understand the rationale for the research and then identified the Head of Finance to support the team in their investigations.

AA Ghana supported the research exercise without any clear objectives to pursue until the launch of the SABMiller report. With the necessary back-up guidelines and directions from the AA UK team, management supported the Head of Finance to launch the report successfully in Ghana. Several radio stations had the story in their news and interviewed the Head of Finance on the story. Issues that emerged from discussions on the report enabled management to identify gaps that had to be addressed. A plan was developed to focus on three key areas

- Public education (including the media) about the impact of tax dodging through transfer pricing (TP) abuse
- Lobby professional bodies to denounce the practice of tax dodging and encourage their members to stop the practice
- Influence government to establish transfer pricing regulation to address the regulatory gap

## 5.0 TAX JUSTICE



### 5.1 Progress of work

Work progressed steadily after clear objectives were established. AA Ghana identified various allies to work with. Christian Aid, Ghana Tax Justice Coalition and the Institute of Chartered Accountants Ghana (ICAG) all demonstrated readiness to collaborate with ActionAid Ghana in several ways to ensure the activities discussed with them were implemented.

The training organized by AAUK and SOMO was a huge boost for the work in Ghana because capacity for tax justice was non-existence. The initial idea was to rely on the collaborators for capacity support. But this would have failed since most of the civil society actors still lack the technical knowledge in taxation and tax justice campaign to play a lead role.

After the training in the Netherlands, AA Ghana collaborated with Christian Aid and Ghana Integrity Initiative to organize training for the media. About 30 participants from 20 media houses benefited from the training. The aim of the training was to equip journalists with basic knowledge on tax justice to enable them understand, report, and discuss issues on tax justice and tax dodging effectively, and in a manner that will help educate the public and also support the campaign against the practice. Several articles were published after the training, highlighting Ghana's economic losses from tax dodging, based on the discussions at the training.

AA Ghana also collaborated with the Institute of Chartered Accountants to organize a Public Forum on transfer pricing abuse. Two news paper articles and a radio discussion was used as a precursor to the forum with the view to raising tax dodging issues that will incite more discussions at the forum. One of the articles was

## 5.0 TAX JUSTICE



published about a week to the forum. The article was widely discussed and some of the issues raised in the article were emphasized in the radio discussions. The forum itself was well attended. Attendants were mostly accountants, lawyers, journalists and tax practitioners. Several officers from the Ghana Revenue Authority, including the Ghana representative to the UN Tax Committee, participated in the forum. They provided valuable contributions to the discussions.

### 5.2 Achievements

ActionAid Ghana has been recognized as an important ally in the fight against tax injustice in Ghana. The GRA and the Tax Policy Unit of the Ministry of Finance and Economic Planning have actively involved ActionAid Ghana in discussion on the TP regulation.

The Economic and Organised Crimes Office (EOCO) of the Ministry of Justice has also contacted ActionAid to support it to produce a policy document to government with the view to advising government on ways to curb illicit capital flight in Ghana. The EOCO asked for permission to use the three articles published for the transfer pricing and taxation in the informal sector as part of their supporting documents.

Civil society organizations, particularly members of the Tax Justice Coalition also involve ActionAid in their activities on tax justice.

### 5.3 Way Forward

There is significantly low capacity on tax justice issues, even among civil society organizations working in this area. This hampers effective campaign work as discussions on issues are not deepened



## 5.0 TAX JUSTICE



to address the root cause and negative impact of unfair tax systems. This lack of capacity has been completely ignored by government. One official from GRA indicated that transfer pricing abuse occurs among few MNCs so with their limited resources, GRA will focus on implementation of the regulation, but nothing on public education.

Without a strong civil society with adequate knowledge to detect and report on abuse from both companies and government officials, very little could be achieved in the fight against tax dodging in Ghana.

Also the work in 2011 brought several issues that need follow up. One of such issues centered on providing security for Accountants and other officers who expose employers involved in tax dodging. This was part of concerns raised at the public forum on transfer pricing abuse. ICAG needs to establish systems to encourage Accountants to expose tax dodging practices and also sanction those who are guilty of advising or practicing tax dodging. Without any pressure from civil society, this may not get done and ActionAid Ghana is considering ways with which it could lobby the institute to publish guidance on this.

The current discussions on MNEs reporting have not featured in discussions in Ghana. There is the need to use the ICAG platform to get Ghanaian Accountants involved in the discussions to ensure early adoption of the standard when the IFAB adopts it for implementation.

## 5.0 TAX JUSTICE



**Emmanuel Budu Addo, Head of Finance, AAG addressing a public forum on transfer pricing**

## 6.0 PARTNERSHIP



Continuous review and reflection with our partners, communities and other stakeholders has informed the organisation on the effectiveness of partnerships and has identified gaps in policy and practice that limit the optimisation of impact from local to national.

ActionAid Ghana is committed to improve the quality of our programmes, which are dependent upon the quality of our relationships with our primary constituency and other external stakeholders, including partners, as AAG strives to increase its effectiveness, influence and impact at all levels.

In 2011, AAG worked with 26 intermediary partners (NGOs) and 29 organisations of poor and excluded rights holders to facilitate and support poor and excluded peoples' own empowerment, leadership, organisation and action to address injustice and restore and advance their rights.

Partners are beginning to appreciate the minimum standards with which rights based activities could be assessed. Reporting for both programmes and finance has improved significantly, especially for those who have adopted the AAG Partners reporting template.

The template has also improved expenditure verification as all amounts recorded in the report can be easily traced to the cashbook. In addition, cost classification has improved and variances reduced significantly.

The current partnership arrangement will end in December 2012. A review will be done to establish and build long term partnerships with rights holders' organisations.

## 7.0 THE ENABLERS



### 7.1 Child Sponsorship

**T**he primary source of ActionAid Ghana's income has been Child Sponsorship. In January 2011, the number of child supporters stood at 14,606 while 3,120 sponsors supported us through other linked products like Next Step, Amico Ghana and General funds. The focus of our sponsorship activities in 2011 was on delivering high quality performance on all aspects relating to child sponsorship to achieve maximum retention of child links. As part of reinvigorating child sponsorship, AAG has continuously innovated our work.

The percentage ratio of girls to boys in the child sponsorship scheme was 49:51 with over 98% of them attending school. We started the year with 17,372 but because of the global financial crisis in Europe we lost 1,257 sponsors ending the year with 16,105. This gave AAG a supporter withdrawal rate of 7.2% compared to the acceptable global average of 10%. 917 profiles (i.e. potential Italian supporters) were assigned to the Affiliate to minimize our supporter loss. These profiles will be processed and submitted to Italy for marketing by 1<sup>st</sup> March 2012.

Our regular Community Newsletters and Progress Reports helped our supporters to gain a real understanding of lives of the children they sponsor, together with their families and communities.



Community fora, and focus group discussions also created space for AAG and partners to listen to the community's perspectives of the child sponsorship scheme. AAG also shared supporters reports with our partners and communities (particularly to individuals and families who featured in the reports) to update them on how supporters incomes are spent.

Children were refreshed with snacks to maintain their momentum and enthusiasm during community meetings. Supporter correspondence, marketing materials and reports have not yet been translated into the most common local languages for learning and sharing with our communities – as most of our communities cannot read the local languages (Ghana has primarily an oral tradition). Verbal translation is done and issues from these communications are discussed for further action and improvement of our work.

Children remain part of our participatory reviews and reflection sessions. Child message collection and photo update collection exercises (now inseparable) were educational and positive experiences for the children. We continued to organise drawing competitions, quizzes, debates, football matches, end of year get togethers so that children (including the non-linked) and adults in the community were not only involved in the operation of child sponsorship, but are shown appreciation for their involvement in the scheme.



***A Greek supporter being  
mobbed by pupils***



Timely and quality communications with appealing case studies and photos reflecting the work being undertaken with community participation were sent to our supporters and other interest groups. The supporters sent 932 mails to their sponsored children with a few of them requesting the Affiliate programme to send to them delayed child messages or fresh photos of their sponsored children. Responses to supporter queries and complaints were all actioned promptly within the acceptable 56 days.

We continue to build strong child sponsorship programmes in all our work areas. Space was created to discuss sponsorship during community meetings. This helped to improve communities' understanding of child sponsorship and ActionAid. We continued to provide logistics (colour markers, drawing books, water colours and paint brushes, stickers etc) as well as capacity building support for partners to effectively manage child sponsorship in our communities. To ensure quality delivery of child sponsorship we aimed to continuously educate colleagues from the sponsorship community and programme staff on child sponsorship policies and what we needed to do to invigorate the scheme.

The AP hosted a one week Sponsorship NK M&E Training for 26 sponsorship staff from the WACA region to enhance management of child sponsorship scheme. The NK system now runs on a fibre optic high speed internet connectivity making our work efficient and interesting. Users received training on the new M&E functionalities put on the system. Plans are underway to get other key staff including the Country Director and Programme Managers trained and given limited access to the system for monitoring and decision making in 2012.





Two staff participated in Sponsorship Annual Meeting in Arusha, Tanzania in April this helped staff to understand the content of the new AAI strategy (2012-2017) and its implication for fundraising. The Affiliate was also represented during the International Child Sponsorship and Supporter Care capacity building meeting in Bangladesh.

Over the year, one Italian, two Greek and two UK supporters visited our programmes. 65 supporter volunteers from Greece also visited the AP to construct a primary school for the Kyekyewere community in Greater Accra.



***A section of Greek supporters moulding blocks at the site***





These visits was interesting and educative for the children who had the opportunity to meet with supporters. The visitors donated books, pens, colour pens and toys to schools they visited. AAG took the opportunity to highlight particularly to the children (also their parents) the virtue of altruism, and to relate it to how they could demonstrate the same virtue for Ghana and their communities as they grow up.

The AP also offered support to AA DRC, AA Burundi and AA Liberia to strengthen their capabilities and capacities in sponsorship work. There were also a number of virtual meetings via MSN and email to offer support by way of sharing knowledge, skills, best practices and challenges.

## **7.2 Partnership Fundraising and Development**

During 2011, we have been successful in mobilising resources from the Dutch Government on Funding Leadership Opportunities for Women and an anonymous donor Action For Children's Rights in Education. We also continue to be Big Lottery's partner in the SVAGS Project among others.

The partnership with these donors provides us the opportunity not only to link with them on various issues concerning the poor today but also to come together and network with other NGOs in building and developing joint advocacy and action programmes.

**Table 1: Project and Donors**



Project	Donor	£'000
<u>External to AAG</u>		
Kyekyewere were 3 - unit classroom block	Greece	26
Girls Access to Education In Ghana	Ingram	50
IGT in -country training support Ghana	DANIDA	20
Stop Violence Against Girls in School	Big Lottery	233
Promoting Rights in Schools in Ghana	Anonymous Donor Advised	98
Access to Quality Education	"Nic and Sophie"	25
International Food Security Network	UK	11
Konkon School Project	Greece	8
Subtotal		485
<u>Locally Raised</u>		
Behaviour Change-HIV/AIDS Prevention	GAC	8
Violence Against Women-HIV/AIDS	UNDP - Ghana	4
Subtotal		12
Transfers In		
WF& G20 IF allocation Ghana	AAI	30
SCP to Ghana for Refugees	AAI	25
Subtotal		55
Others Income		
Local Governance Network	LOGNET	21



During the year, capacity building on Resource Mobilisation was organized for staff and partners in the Brong Ahafo and Upper West Local Rights Programmes. AAG also hosted WACA IPD theme meeting to explore opportunities and strategise on how to deliver on the promises of the new international strategy.

Fundraising meetings were also held at LRP level with staff and partners to ensure quality delivery of programme, adherence to reporting timelines of the donors, adherence to various statutory systems and processes. All statutory reports (narrative/programmatic, financial & audited) were submitted as per the contract agreement with donors.

Our experience during the year with multi-country calls prompts us on the need to work in close coordination with the regions and themes not only at the national level but also internationally. Efforts will be made to strategise this in 2012. We will also strengthen our systems and capacities on developing good quality concept notes and proposals, on project cycle management and participatory monitoring of the programme as required by donors.

### **7.3 Communications**

In 2011, the Communication and Public Relations Unit worked with both Programme and Policy staff to ensure that communication becomes an integral part of our interventions. Participatory avenues such as community and stakeholder meetings, focus group discussions among others were used by staff, partners, collaborators and the communities to learn, share information and also arrive at collective decisions to enhance programme delivery and impact.



AAG considers the mass media as strategic allies in the fight against poverty as such we ensured journalists were in the field with us to have first hand information on the issues confronting the poor people we work with. In view of this, mass communication tools such as newspaper, radio and television were used extensively by AAG, partners and the people struggling with poverty to highlight issues of poverty and the challenges in our interventions and also broadcast the impact of our work. Examples are the various newspaper articles and stories on the plight of the alleged witches and the conditions in their camps and attempts by the alleged witches' network, partners and ActionAid Ghana to improve their living conditions and ultimately reintegrate them into their original communities.

We also worked hard to produce key publications. These publications include: “20 years of fighting poverty together”, “AAG Annual Report 2010”, “Annual Girls' Camp Report 2010”, “Boys Camp 2011 Report”, “The state and condition of alleged witches in the Northern region of Ghana”, “Rural Education Volunteer (REV) Scheme”, posters on CSP IV, and “COMBAT –a community's response to violence”. Some of these reports were part of AAGs celebration of its 20 years working in Ghana. These publications have been widely shared among right holders, partners, duty bearers, collaborators, libraries, academia and stakeholders in and outside the country. AAG recognizes that such publications are a significant cost – but in a country where not everyone has access to the internet, not printing documents means many of our constituency would not be able to access the information.

Our website ([www.actionaid.org/ghana](http://www.actionaid.org/ghana)) and facebook page were also kept alive with impact stories, events and other resources to keep our publics well informed. We intend to strengthen these efforts in the coming year.



## 7.4 Human Resources

Affiliate Ghana commenced the year with a total staff strength of sixty-seven (67) out of which twenty (20) were female and forty-seven were male. At the close of year, the staff compliment had increased to sixty-nine (69) comprising twenty-two (22) females and forty-seven (47) males.

There were three (3) new entrants in the year under review to fill existing vacant positions in previous years. One driver exited the organization on grounds of ill-health. The organization offered seven (7) international/local interns paid/voluntary appointments for varied time frames an opportunity to gain practical experience in the world of work whilst augmenting the efforts of the Affiliate team to achieve its objectives.

ActionAid International undertook climate survey to assess the level of engagement of its staff across the Federation. The report came out late 2010 and 2011 was slated to undergo various processes towards addressing the challenges identified. After sharing the information at all levels, and verifying the findings, staff were asked to brainstorm solutions for the way forward. This resulted in an action plan for AAG.

AAG implemented some of the Actions on the Plan as follows:

- Drafted training and development policy to serve as a guide on training issues.
- Rolled out concept on National Field Exposure/Exchange Visits.
- Intensified internal secondments and putting staff on special projects.
- Periodic “Coffee meetings” with staff as a means of bridging the gap between staff and top leadership.



- Management Communiqués to share major decisions with staff after the periodic meetings
- 7 staff including 3 members of SMT participated in a leadership training programme focused on performance management with a special highlight on coaching.
- Conducted Job Evaluation with the support from the WACAR HROD Coordinator. The final report is scheduled to be submitted by the end of the first quarter of 2011.

Management will continue to implement the plan in the coming years and the AAG Board will monitor and review it periodically to maintain its relevance in addressing current and emerging issues of staff in order to maintain a healthy organizational climate.

All new staff and five staff who were engaged in the later part of 2010 underwent induction organized at the Africa regional, national and local levels. This programmes exposed staff to the organization's approach to work, thematic areas, and activities, areas of operation, values, policies and governance structure. One unique thing that emerged from the national induction conducted is the release of a communiqué by the participants sharing their learning and more importantly, offering their recommendations on how to improve some activities based on their immediate observations and first hand information from the field. The communiqué was shared with relevant staff and informed the introduction of some revisions towards improvement of our interventions.

Staff attended various international and local training programmes in the following areas:

- SMT Leadership Training
- M&E Course for Impact Assessment and Shared Learning



(IASL) Coordinator.

- Outcome Mapping Training
- Governance and Accountability Training
- HRBA training of trainers Course

The WACA 360 standard appraisal form was rolled out in the previous year and fully implemented in 2011. The SMT and other supervisors had a session to discuss the new form and were educated on its proper and effective use. The various processes involved in performance management were discussed and some issues that emerged for clarification on the new form were accordingly submitted and addressed by the WACA HROD Coordinator.

A process of identifying the cause of ineffectiveness of Staff Council was embarked on in the year under review. The method used included reviewing of file documents of the Staff Council and interviewing past and current executives as well as a couple of staff members.

AAG hosted the following conference for AAI in addition to the ones mentioned earlier. They include WACA HRBA Training of Trainers Course, Communications Conference, WACA SMT Leadership Training and the Directors' Forum.

## **7.5 Practices of accountability**

The Affiliate Programme has demonstrated its accountability to stakeholders in diverse forms including participatory review and reflections processes, participatory planning and budgeting, opening of child sponsorship letters in communities, erection of accountability notice boards, social audit and sharing of reports.



These processes provided us the opportunity to interact, learn and gain with input and feedback from a wide range of stakeholders – our children, partner communities, partners, peers, donors, Board, General Assembly and our own staff and to reflect on our successes, failures, missed opportunities and various questions around our assumptions and relevance of our theory of change. All these have been useful inputs in positioning us to deliver on the objectives of the international strategy.

These processes have also provided us opportunities to focus our interventions around 6 key priorities within the three thematic areas at both the local and national level to gain lessons and explore emerging opportunities for engagements.

In addition to these, the Management Team and Senior Management Team regularly met to examine performance, address finance and audit issues as well as monitor AA accountability to donors and other stakeholders.

In true participatory style the SMT agenda is set after consulting all country staff through mail and the SMT minutes and communiqué were shared with all staff and thus opportunities are created for non SMT members to engage in discussions on the minutes and communiqués. The processes facilitate the assessment of change through activities undertaken over the years. It also allows communities to review our work and that of partners and has created opportunities for people living in poverty and other stakeholders to hold AAG and other development actors accountable. AAG received very useful insights from these processes and inputs on emerging issues and trends to chalk out our future strategies and ambitions.





## 7.6 Governance

The AAG General Assembly met in June 2011 to discuss how AAG is aligning its CSP IV to the international strategy. The year also gave us the opportunity for the AAG representative on the Board of AAI to participate in a Board meeting as well as a field visit in the Brong Ahafo Region. 3 new General Assembly Members with varied activist/professional backgrounds joined the AAG family whilst some Board Members stepped down from the Board and joined the General Assembly.

The 5 Board Committees provided detailed oversight of the organization's policy and programme activities and followed up on accountability issues, Board decisions and resolutions.

AAG continued its practice of involving GA Members on Board Committees for their expertise as well as to keep them engaged with the issues in the Affiliate programme. The Affiliate program has started the process of issuing communiqués to GA Members following Board meetings as well as introducing two newsletters a year specifically targeted at GA Members.

The year also saw the change in leadership of the Board with the Vice Chair taking over as Chair of the Board by unanimous vote. The Board Treasurer also stepped down and was replaced by a Finance and Audit Committee Member. All the Committees were re-constituted to reflect the needs and aspirations of the AP and to maximize the skills of Members.

Beyond participation in meetings (which takes a lot of their time), The Board guided management to remain focused and look outwards on how our contributions could also support wider causes.



They engaged positively and offered specific contributions in our programming, fundraising, human resource and financial management. Members as usual continued to support initiatives of the CP by attending events, programmes and other AAG activities.

## 8.0 FINANCE



The total income realised for the year 2011 amounted to £3,042k, as against expenditure of £3,118k. The year ended with income deficit of £76k. With an opening reserve of £1,556, reserve levels decreased to £1,489k at year end. It is important to note that the income includes net transfer totalling 123k. Reserves at the beginning and close of the year do not include partnership reserves or reserves accrued to donor funded projects.

**Table 2 Summary of performance**

Description					2010	2011/2010
	Actual	Plan	Variance	%	£'000	%Change
Total Income	3,042	3,346	(304)	91%	3,250	(6)
Less Expenditure	3,118	3,150	(32)	99	3,998	(22)
Surplus (Deficit)	(76)	(196)			(748)	(90)
Reserve b/d	1,565	1,683	(118)		2,213	(29)
Reserve c/d	1,489	2,679	(118)		1,465	(29)

### 8.1 Income

The total income of £3,042k represents income realisation of 91% of the planned income of £3,346k. Income realised for 2011 however decreased by 6% from the income realised for the same period in 2010. Table 3 demonstrates income by product.



**Table 3: Income distribution by product**

Description	2011 £'000				2010	2011/2010
	Actual	Plan	Variance	%	£'000	%Change
<i>Regular Giving (RG)</i>						
<b>Child Sponsorship</b>	1,597	1,496	101	107	1,741	(8)
<b>Big Step</b>	401	382	19	105	444	(10)
<b>Next Step</b>	439	420	19	105	510	(14)
<b>Amico Paese</b>	8	8		100	10	(21)
<b>Gift and General Funds</b>	7				9	(19)
<i>Sub Total</i>	<b>2,452</b>	<b>2,306</b>	<b>140</b>	<b>106</b>	<b>2,703</b>	<b>(9)</b>
<b>Net Transfers</b>	<b>123</b>	<b>72</b>	<b>51</b>	<b>170</b>	<b>(61)</b>	<b>(302)</b>
<i>Partnership &amp; Others</i>						
<b>Partnership - Affiliates</b>	450	492	(42)	91	424	6
<b>Partnership - Local</b>	41	410	(369)	10	47	(12)
<b>Other Income</b>	8	66	(58)	12	125	(94)
<i>Sub total</i>	<b>499</b>	<b>968</b>	<b>(469)</b>	<b>52</b>	<b>596</b>	<b>(16)</b>
Total	<b>3,042</b>	<b>3,346</b>	<b>1,072)</b>	<b>91</b>	<b>3,250</b>	<b>(6)</b>

From Table 3, the 9% deficit on realized income was attributable to the deficit on partnership income. The planned partnership income of £960 includes unconfirmed income totaling £800k. A number of such unconfirmed income was not realized in the reporting year.

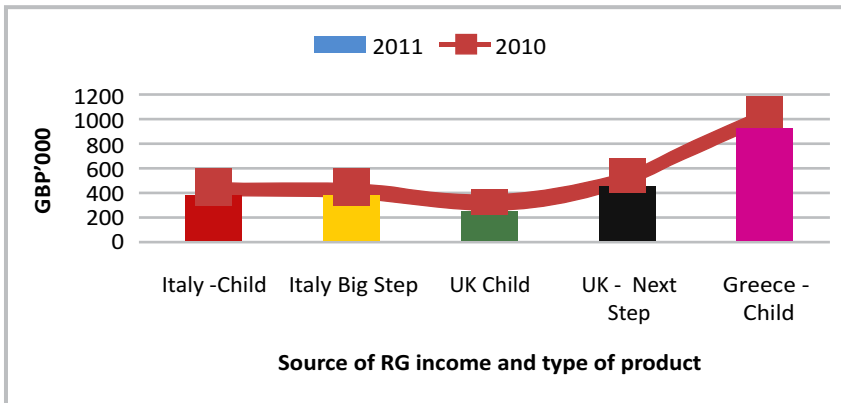


## 8.1.1 Regular Giving Income (RGI)

Three affiliates contribute to the Regular Giving (RG) income portfolio of the Country Programme. These are UK, Italy, and Greece. RG income realized for the year exceeded target by 6%. The total of RG realised for the year 2011 was £2,452k. This was equivalent to 106% of planned RG income of £2,306k. During the year, the economic crises in the Euro countries, particularly Greece, indicated the possibility of an abnormal sponsor withdrawal.

With an improved communication and reporting system, the rate of withdrawal was curtailed significantly. Chart 1 below demonstrates distribution of RG income per affiliate for the years 2010 and 2011

**Chart: Regular Giving income distribution**



From Chart 1, RG income for the year 2011 from all sources and types of products tumbled, comparative to income received for 2010.



The chart also indicates that child sponsorship income from Greece continued to dominate the sources of RG income. Management has observed keenly the financial and economic developments in Greece and have critically analysed the negative impact significant withdrawals from sponsors can have on the programme activities. One of several measures to mitigate such negative impacts is the initiative to start local fundraising in the year 2012.

### **8.1.2 Partnership and Other Income**

Partnership income realised for the reporting period was £491k which is 46% less than planned income. A number of project concepts remain unconfirmed at the end of the reporting year. Management is taking steps to improve the quality of these project concepts to make them attractive to donors. Management is also linking up with Affiliates such as UK to support the fundraising efforts of the CP. AAG is also linking up with Affiliate Programmes such as UK and Greece to help secure funding from High Value Donors to urgent its existing income as efforts are underway to source for long term partnership income.

## **8.2 Expenditure**

Total expenditure for the year 2011 was £3,118, representing 99% of planned expenditure for the reporting period. The total expenditure for the year 2011 comparatively dropped by 22%, using expenditure for 2010 as the basis.

### **8.2.1 Natural Cost Analysis**

Actual expenditure on Grants and Community Inputs exceeded planned expenditure by 2%. Likewise cost expenditure on travel and



transport also exceeded plan by 9%. All other expenditure except capital had utilisation variances less than  $\pm 10\%$ . Table 4 highlights distribution of expenditure by natural cost.

**Table : Expenditure analysis by natural cost**

Description	---					2010	2011/ 2010
	Actual	Plan	Variance	%	Prop %	--	%Change
<b>Grants and community inputs</b>	1,822	1,782	(40)	102	58	2,476	(26)
<b>Salaries and benefits ("staff costs")</b>	876	891	14	98	28	975	(10)
<b>Travel and transportation</b>	171	156	(14)	109	5	197	(13)
<b>Office and service costs</b>	229	242	13	95	7	316	(28)
<b>Capital expenditure</b>	20	79	60	25	1	33	(41)
<b>Total</b>	<b>3,118</b>	<b>3,150</b>	<b>32</b>	<b>99</b>	<b>100</b>	<b>3,998</b>	<b>(22)</b>

Table 4 indicates that in the year 2011, all expenditure categories, including personnel, decreased by more than 10 % comparative to actual expenditure incurred for the same period in the year 2010. Expenditure on Capital, and Office and Service experienced the greatest degrees of decline. These were due to strict overhead cost management strategies adopted by management to ensure that less are spent on overheads as much as possible so that more funds could be deployed for programme activities.



## 8.2.2 Statutory Cost Analysis

Statutory cost analysis provides further details on expenditure distribution by Project (Themes), Support, Fundraising and Governance. Table 5 is used to summarise statutory expenditure for the year 2011.

**Table: Expenditure analysis by statutory cost**

Description	---					2010	2011/2010
	Actual	Plan	Var	%	Prop %	-	%Change
Project costs	2,226	2,174	(51)	102	100	2,975	(25)
Support costs	577	628	51	92	100	699	(17)
Fundraising costs	266	262	7	97	8	266	0
Governance costs	63	89	25	71	100	63	27
Total	<b>3,098</b>	<b>3,150</b>	<b>52</b>	<b>98</b>	<b>100</b>	<b>3,972</b>	<b>(22)</b>

From Table 5, expenditure for Projects (Themes), Support and Fundraising were within planned limits. Expenditure utilisation for these costs were 102%, 92% and 97% respectively. Actual expenditure for Governance was however 29% less than the planned expenditure.

## 8.2.3 Thematic Analysis

Thematic expenditure of £2,226k represents expenditure utilization of 6% in excess of planned expenditure.





During the year, a number of activities were initiated which were critical but were not part of the initial plan. These activities include the Tax Justice Campaign which was considered critical because of the negative impact of tax dodging to poverty alleviation efforts especially for developing countries such as Ghana.

The country programme with support from the International Emergencies and Conflicts Team provided support to the refugees from Cote d'Ivoire who camped in the Western and Brong Ahafo Regions. The refugees were provided with a number of relief items and service such as psychosocial counseling and peer counseling training.

Chart 2 highlights the distribution of Project (Thematic) cost for the year 2011.

**Chart: Project cost distribution**

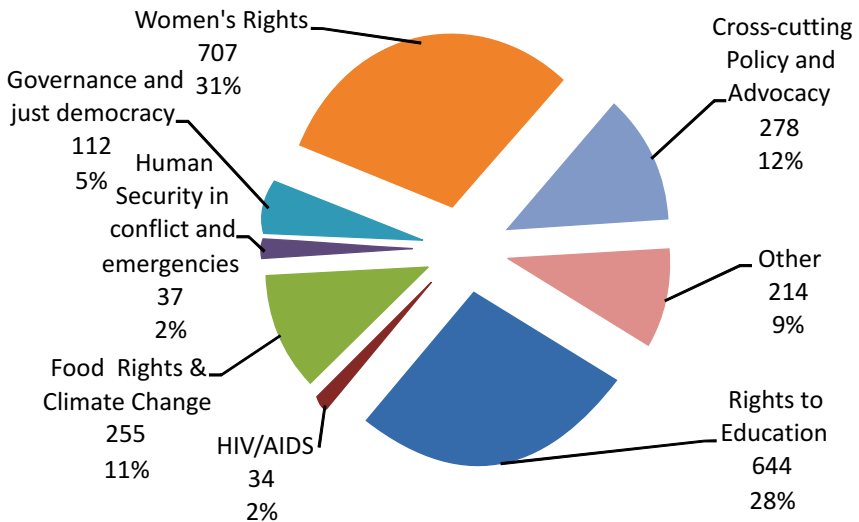


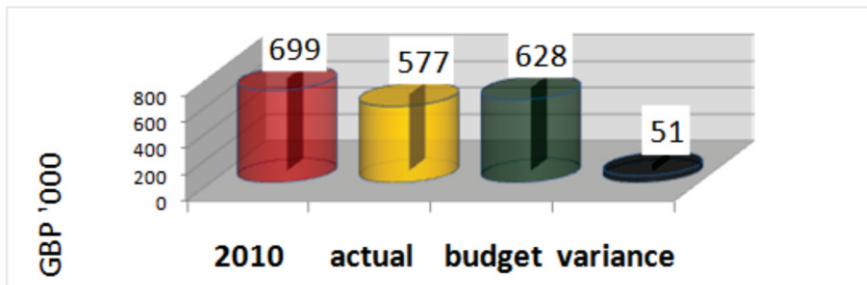


Chart 2 indicates that expenditure on Women's Rights, Education and Right to Food were 31%, 28% and 11% respectively. These are the main thematic focus for the Country Programme. Women's Rights – which is the centre of AAG work – has been mainstreamed into all the other themes such that activities which address women's and girls' empowerment constitute about 80% of AAG work.

### 8.2.4 Support Cost Analysis

Support costs for the reporting period totaled £577k, which was 8% less than planned expenditure, and also 17% less than the amount spent over the same period of 2010. Chart 3 compares the support cost to plan and the comparative period of 2010.

**Chart: Support cost analysis**



During the year, a number of measures were initiated with the view to managing support costs to ensure that the rising cost of operations such as increasing utility and fuel costs did not lead to adverse expenditure variance. Measures used include strict monitoring of expenditure and also exploring other alternatives such as the use of Skype and the internet for communication as a means of reducing utility cost. The Country Programme is linking up with the IT team to identify other opportunities through which costs can be further minimised.



### 8.2.5 Governance Cost Analysis

Governance cost is made up of expenditure for Local Board of Trustees, Internal and External Audits, and Legal fees. Total expenditure for the year 2011 was £63k as against a budget of £ 89k for the period. Actual expenditure was therefore less than planned by 29%. The budgets for Internal Audit and External Audit were underutilized by 25% and 46% respectively.

Chart 4 analyses distribution of Governance expenditure for the two years of 2010 and 2011.

**Chart: Statutory cost distribution**

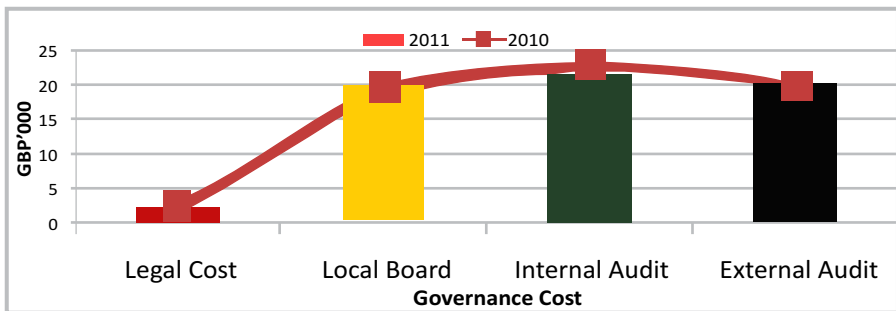


Chart 4 indicates that apart from legal fees, which were incurred solely on retainer charges, Governance expenditure was evenly distributed over Internal Audit, External Audit and Local Board of Trustees activities.

### 8.3 Regular Giving Reserves

RG reserves brought forward from the year 2010 was £ 1,558k, which was equivalent to 4.3 months of expenditure.



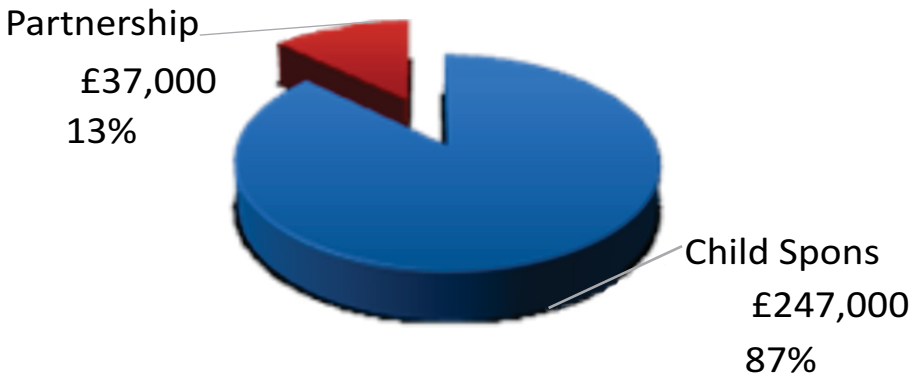
The CP planned to reduce its reserve levels with an income deficit of £590k. With a 99% expenditure utilization and an increase in realized income against plan, actual income deficit was £140k, which is 76% less than the planned deficit. RG reserves at the end of the year there reduced marginally to £1,418k as at 31<sup>st</sup> December, 2011.

#### 8.4 Movement in Fundraising Cost

Fundraising expenditure for the reporting period was £284k representing an over expenditure of 6%. During the year, more investment was made into improving quality of sponsors communication, photo updates and link management in general. These efforts were necessary to ensuring enhanced sponsor confidence in the light of the Euro zone economic crises which has the tendency of creating high sponsor withdrawals.

An amount of £247k was spent as Child Sponsorship cost and £37k was spent on Partnership Fundraising activities. The total fundraising cost represents 9% of total income realised for the reporting year.

**Chart: Fundraising expenditure distribution**





## 8.5 Foreign Exchange Movement

The exchange rate for the Ghana cedi (GHS) against the GBP (£) at the beginning of the reporting period was GHS2.25: £1.00. By 31st December 2011, the GHS has depreciated by 14%, resulting in a closing rate of GHS2.57:£1.00. The Affiliate Programme took advantage of the vibrant competition in the banking industry to trade its forex with banks that offered the highest bid. This enabled the organisation to use its bargaining advantage to maximise revenue from the forex trade to support effective implementation of programme activities. Table 6 provides details on movement in exchange rate for the reporting year.

**Table: Rates of exchange for the year 2011**

Period		GHS
1 <sup>st</sup> January, 2011	1	2.25
31 <sup>st</sup> December, 2011	1	2.57
Weighted Average	1	2.45
Planned Rate	1	2.60

During the year, the average rate for the Ghana cedi against the GB£ deviated by 6% to the planned exchange rate.



## **8.6 Periodic Management Accounts**

Management accounts were prepared on time and presented to management and Board of Trustees for decision making. At the end of every quarter, management reports were presented and discussed at Senior Management Meetings to assess performance of the CP and appropriate action for improvement where necessary was taken. Monthly reports were also sent to LR teams for discussions to aid their day-to-day financial management decisions.

## **8.7 External Audit**

External audit was conducted successfully and there were no adverse opinion against the accounts of the CP. The auditors made several recommendations for improving financial management within the organisation and also for partners. The recommendations include financial management capacity building for partners.

## **8.8 Process Improvement Targets**

Several improvement targets were set for the year. These included regular review of existing systems for further strengthening as well as introducing new and improved tools to enhance quality of financial reports and analysis thereof. Existing processes that were enhanced include Activity Based Budgeting and Costing tools and expenditure verification systems. Templates for generating activity costs were reviewed and updated to enhance its user friendliness and accuracy.

Similar procedures for expenditure verification were reviewed to enhance standardization of the process to improve efficiency and usefulness of the process.



New sets of checklists and guidelines were produced and tested for finance staff to use for the exercise. Finance staff and partners were involved in piloting the new process to enhance acceptability.

The activity based costing templates have been enhanced to be able to meet all types of donor reporting structures. This was necessary to ensure that costing for donor projects are realistic to minimize significant variations in budgets during project implementation.

Other process improvements are enhanced communication between finance team, improved online and offline support to members of staff on issues of financial management, and increased capacity building for finance and non-finance staff. All these have been made possible through significant improvement in internet connectivity across the country programme. Internet bandwidth is almost doubled, thereby improving staff access to SUN and other centralized systems in the Country Programme.

Partners' systems have been enhanced with the capacity building programme that has been annualized. These trainings have improved partners confidence in AAG and thereby enhanced relationship.

## 9.0 CHALLENGES

One key challenge is the unwillingness of government to allocate adequate resources for the effective functioning of bodies constituted to effect policy or legal change. In Ghana, the Legislative Instrument Technical Working Group, which is primarily tasked to develop a model regulation for the Attorney General's Office (which will in turn formulate and draft the substantive legislative instrument), suffered as a result of lack of funds. Though the model regulation document was developed and submitted to the AG's Department, the processes took longer than anticipated due to lack of funding for committee meetings.

Decision making on themes for international celebrations often excludes rights holders as the themes are decided for them. When concerned about empowerment and participation, questions arise about how power is used and promoted inside these efforts, who sets the agenda, who carries strategies out, on what issues and using what approaches?.

Contrary to rights-based approaches, rights holders have not driven the agenda for collective struggle for change. AAG and their partners are still in driving seat and at the same time being allies and fellow partners with the right holders.

This not only makes change much less likely to be sustained, but also does nothing to transform necessary power structures, leaving the marginalised as politically excluded as before and sometimes alienated from their own leadership.

There are difficulties in engaging government on some critical rights violations due to the unjusticiable nature of those rights in the constitution.



As much as quality education is still an issue in Ghana, government uses lack of resources as an excuse for not meeting this obligation since the meeting of this obligation is conditional in the constitution.

HRBA also requires attention to both outcome and process which require a certain level of skill and resources. The level and orientation of our partners - especially organizations of the poor - makes it difficult to track process changes as they seem primarily concerned with outcomes and not processes.

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## JOIN HANDS WITH ACTIONAID GHANA

*We hope you are moved by AAG's efforts to build rights' holders' capacities to challenge negative cultural practices and engage duty bearers so as to improve their living conditions.*

*If you would like to contribute to ActionAid Ghana's efforts and be part of working with poor and excluded people to*  
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**THANK YOU**

## ACKNOWLEDGMENT

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**End poverty. Together.***

*Thank you.*

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