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2012

annual report



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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
HROD	Human Resource and Organizational Development
IASL	Impact Assessment and Shared Learning
ICT	Information Communication Technology

LIST OF ACRONYMS

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
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 is an Affilliate of ActionAid, a global movement of people working together to achieve greater human rights for all and defeat poverty in over 40 countries. We work with poor and excluded people in Africa, Latin America and Asia to end poverty and injustice together.

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 fight for rights and justice.

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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

The year 2012 was remarkable for Ghana. It was characterized by the death of the sitting President of the Republic. 2012 was also an election year. In spite of the smooth transition of the vacant presidential seat by the then Vice President, the electioneering process generated a lot of political heat as the main political parties battled each other to win the votes of the electorate. In addition, there was an energy crisis culminating in electricity power rationing and intermittent shortages of liquefied petroleum gas among others. Despite the fact that the economic indices did not change much for the worse, these incidents had dire consequences for the economy and the standard of living of the people of Ghana. As is always the case, people struggling with poverty were impacted by these incidents.

ActionAid Ghana and partners ensured that issues of violence against women and girls, low representation of women in decision making and women's access to and control of land formed part of the electoral discourse and got some commitments from politicians to address them when elected. AAG will vigorously pursue the winners and hold them to account in relation to the promises they have made.

ActionAid Ghana's strategy "Rights and Responsibilities" entered its third year in 2012. In the year, AAG worked to increase the momentum of its interventions and consolidate the gains made so far in the areas of women's rights, right to education, and food rights and climate change.

In June 2012, AAG commissioned a midterm review of its current strategy paper. The review process critically examined programmes implemented since January 2010. Although the report of the midterm review is yet to be published, the initial report showed that AAG is delivering effectively on its promises.

A key activity of 2012 was AAG's re-organisation of its organizational structure to improve effectiveness and efficiency.

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Having completed the functional analysis of the structure, a road map was developed and rolled out. It must be pointed out however, that the re-organisation process was difficult for the whole AAG team. In the process AAG lost not only staff but also institutional memory. It is anticipated that the new leaner structure will help AAG to be more effective and efficient.

In order to deliver on its promises effectively, AAG and partners' staffs deepened and sharpened their knowledge and skills through training and refresher courses organized locally and internationally. People living in poverty such as women's groups, parent-teacher association executives, smallholder farmers' groups, among others, were empowered to enable them hold duty bearers to account.

ActionAid Ghana works in partnership with and seeks strategic alliances and collaborations with civil society organisations. As a result, ActionAid has been in partnership with 23 local non-governmental organisations at the Local Rights Programmes (LRP) and national levels. In 2012, ActionAid undertook a partnership review to assess the state and condition of all its partners. Initial results have indicated that some of AAG' partners are performing excellently and have become capable of mobilizing funds for their interventions. However, others continue to need more handholding and mentoring. The revelations from the review will be used to further cement our collaboration and increase synergy for effective and efficient delivery on our promise. The country strategy paper ensured that the work of the Board of Trustees is not limited to the Boardroom but have, times without number, involved Board and General Assembly Members actively in events and activities throughout the year. This approach we think is remarkable and should be encouraged.

Looking back, we recall the hard work of AAG staff, partners, rights holders and stakeholders with gratitude. We also acknowledge the tremendous support we have received from partner communities, women's groups, traditional authorities, coalitions, government

FOREWORD

institutions and members of the ActionAid Federation. AAG looks forward to working harder with right holders, partners, collaborators and stakeholders in 2013 to ensure a more interesting and impactful delivery on our Country Strategy Paper IV objectives.



Marilyn Aniwa (Chair, Board of Trustees)



Marilyn Aniwa
Chair, Board of Trustees



Adwoa Kwateng Kluitse
Country Director

1.0 INTRODUCTION

In the year 2012 ActionAid Ghana made commitments to the Board of Trustees, General Assembly and the 222 Child Sponsorship communities to provide much better evidence of our impact with verifiable data on rights holders, rights holders' groups and people we reach (our coverage).

This report therefore concentrates on AAG's commitments to key change promises enshrined in the ActionAid International Strategy "People's Action to End Poverty" with evidence based impact in line with the Human Rights Based Approach (HRBA) to development. The report captures local and regional contextual analysis and stories that illustrate achievement of key change promises, which lead to structural changes positively affecting more than one individual. It captures the major contributions ActionAid made towards the elimination of poverty in Ghana in 2012. It analyses AAG's work towards the realisation of the rights of vulnerable groups and articulates the shift of power in favour of women, and specifically other vulnerable groups such as children, youth, widows and alleged witches.

1.1 National Context

The Ghanaian economy experienced significant changes and challenges with steady progress being made on various fronts; including stable macro-economic management; addressing poverty and regional inequality, re-focusing on health equity, accelerating investments in education, expanding energy, and accelerating agricultural productivity through rapid modernization, among others (MOFEP, 2012).

Provisional estimates of real GDP growth, from the Ghana Statistical Service, for the second quarter was 2.5 percent compared to 20.6 percent for the same period of 2011, mainly due to base effects from the addition of crude oil. Industry recorded the highest growth of 4.5 percent, followed by Services with 1.6 percent.

1.0 INTRODUCTION

Despite a 15 percent growth in the crop subsector, sharp declines in forestry, fishing and livestock resulted in the agriculture sector contracting by 0.1 percent. In September, headline inflation declined by 0.1 percent from 9.5 percent in August. In December 2012, inflation was recorded at 8.8 percent. This was a drop in three consecutive months (October to December) providing evidence of a fast growing economy. This decline in inflation supported the local currency which experienced some turbulence in the first half of 2012, shoring up investors' confidence in the cedi. The value of the cedi which depreciated cumulatively by 17 percent in November 2012 has since stabilized, with some intermittent periods of appreciation.

However, these gains have had an insignificant impact on the lives of small holder women farmers, children and the poor in rural areas where AAG works. People struggling have limited access to the assets that would facilitate a shift from their present condition to a much more better condition that will enable them realize their rights and live a life of dignity.

The nation was dealt a blow when President John Atta Mills died on July 24th 2012 and this was followed barely five month by the death of another distinguished son of the land, the immediate past Vice President in the Kufuor administration, Alhaji Aliu Mahama. The death of President Mills tested the fledgling constitutional democracy of the country, but in line with constitutional provisions the Vice President was immediately sworn in as President few hours after the death of President Mills with no turmoil. On 7th December 2012, Ghana once again earned its reputation as a stable and thriving democracy, by holding peaceful elections after a hard fought and sometimes vicious campaign. Although there were 5 political parties in the contest, in reality the election was between the two largest parties - the New Patriotic Party (NPP) and the National Democratic Congress (NDC). Ghanaians elected the incumbent President John Dramani Mahama in a close vote and his party, the National Democratic Congress (NDC) expanded its majority in

1.0 INTRODUCTION

parliament. The NPP are currently challenging the election results in court on the grounds of electoral irregularities and violations.

Sadly, despite the efforts of ActionAid Ghana and other NGOs, only 29 women out of a total of 275 candidates were elected to the parliament. This is disappointing because there was an increase of 45 possible seats as a result of an increase the number of districts, but the percentage of women remained constant at approximately 10%. This is a significant under representation of the 51% women in Ghana's population and signifies Ghana's inability to attain the UN's 30% threshold for females in decision making spaces. This therefore points to the need to strengthen our engagement with government, political parties and other critical actors for the passage of an Affirmative Action legislation that will facilitate in the short term an increased female representation in decision making structures.

1.2 AAG's Context

This year AAG continued to focus on innovative and creative interventions with rights holders to build alternatives, change ideas and attitudes all with a view to enabling rights holders live fulfilling lives. AAG integrated the supply side of development and change efforts to make legal frameworks more just and supportive of the rights of the poor and excluded. To this end, AAG built capacities of the poor and excluded in our communities to strengthen their skills and awareness and also explored possibilities for designing alternatives. This has helped to promote strong rights holders' organisations, increased political awareness, built solidarity and devised concrete alternatives to the prevailing development paradigm that has prevented rights holders having their needs met and fulfilling their rights.

AAG re-organized its organizational structure to improve effectiveness and efficiency. Functional analysis of the structure was completed and a clear road map developed for the roll out of the new organizational and change management process.

1.0 INTRODUCTION

The re-organisation was a difficult process for the whole AAG team. AAG lost not only staff but also institutional memory. The whole process destabilized the AAG team and staff directly affected by the re-organisation have left the organisation. AAG is still reeling from the after-shocks but it is hoped that the new leaner structure will help AAG be more effective and also deliver on its CSP IV promises.

During the year a partnership review was conducted to assess the extent to which partnership objectives have been achieved. The review identified a number of rights holders' organisations which had emerged from AAG's work with partner organisations over the years. As part of the Human Rights Based Approach, AAG's presence in Local Rights Programmes will be reducing strategically in the coming years as rights holders' organisations get further strengthened. Once capacitated, they will be the best advocates for their rights, and AAG will facilitate by bringing together more rights holders into campaigns to accelerate policy change.

The partnership review also confirmed that a few of the current AAG partners have developed and have been able to secure funding from other donors. Sadly, however, a lot more still need more support to be self-sustaining.

Honouring and accounting on commitments to key change promises

Through media advocacy, mobilising organisations and like-minded activists and groups (focused on the most vulnerable children from deprived communities in our LRPs- children with disabilities and girls),
AAG reached out to 197,585 people made up of 1,917 youth, 30,190 girls, 10,497 boys, 87,780 women and 67,201 men in 2012.

2.0 COMMITMENTS FOR 2012-2013

AAG focused its work on girls, assembly women, other vulnerable women's groups, PTA Networks, Farmer Based Organizations, female small holder farmers and Community Based Anti-Violence Teams (COMBAT) as alternatives to influence practice and policy at national level.

2.1 AAG commitment: By 2017 AAG will have organized and supported small holder rural women farmers' to claim access to and control over land to enhanced rights and improved livelihoods for about 5,100 women living in poverty.

2.1.1 AAG evidence: Government taskforce to secure land for over 11,700 vegetable and food crop farmers

The Tamale Metropolitan Assembly (TAMA) has constituted a taskforce to study the Tamale Metropolitan Development Scheme to carve out and register all potential vegetable growing areas as urban farm land as a security to the farmers. When completed in 2013, this action is expected to secure several tens of acres of land for over 1,700 vegetable farmers and hundreds of acres of land for more than 10,000 food crop farmers.

This is a sigh of relief to the vegetable producers within the Tamale Metropolis (LRP 3 and 4) who have received several threats from some community chiefs and leaders. One example concerns the Gumbihini old dam farmers where in 2007 the community chief demarcated and started selling the lands farmed by over 100 vegetable farmers to private residential developers. Other farmers in Bilpella, Sangani and Dabokpa have also experienced threats and some have already lost their livelihoods.

This action by TAMA will put a stop to the indiscriminate grabbing of agricultural lands by community chiefs as the Northern Region Vegetable Producers and Marketers Union will now have the legal backing to challenge violations of land rights of vegetable farmers. The union currently has about 1700 members comprising of 980 men and 720 women.

2.0 COMMITMENTS FOR 2012-2013

ActionAid has supported the group with several trainings in the areas of advocacy, lobbying, group dynamics, conflict management, resource mobilisation and fundraising, organic farming and proper use of agro-chemicals, among others. Additionally, AAG created space for the Union and other farmers to engage officials of the Ministry of Food and Agriculture (MoFA) as well as the District and Metropolitan Assemblies and the Environmental Protection Agency (EPA) on issues of concern to the farmers, relating to the mandates of these institutions. These meetings with duty bearers resulted in the constitution of the taskforce. AAG and partners will follow up to ensure the implementation of recommendations from the taskforce.

A member of the Union and vegetable farmer, Salmanu Alhassan, 34 years, confidently challenged the officials saying..... *“If you eat fresh vegetables, you should care about how these vegetables are raised and who raises it. We do! We are small-scale fresh vegetable farmers who advocate for land access and sustainable agriculture; you better listen and take what we are saying seriously”*.

2.2 Key Change Promise 2: AAG commitment: By 2017 AAG will have supported marginal and small-holder farmers to secure extension services and direct support and policies from MOFA enabling them to gain a good living from climate-resilient sustainable agriculture, improving the food security of about **68,980** people.

2.2.1 AAG evidence: *Women and small holder farmers engage with MP aspirants*

Women small holder farmers and their leaders demanded and succeeded in getting MP aspirants in all AAG LRPs to make pledges to commit to influence agriculture sector policies in favour of women farmers if / when voted into parliament. The women farmers took opportunity during the run-up to the elections to “strike while the iron is hot” when they had meetings with the aspirants.

2.0 COMMITMENTS FOR 2012-2013

They demanded; (1) increased public spending on small holder agriculture; (2) a stand-alone budget line dedicated to women farmers; (3) affirmative action of 40% of agriculture resources targeted at women farmers and (4) full implementation of the Gender and Agricultural Development Strategy (GADS). The women farmers also demanded that (5) Government recognise women's unpaid care work and take action to free their time and resources for their economic empowerment as well as (6) Government acknowledging the significance of women small holder farmers' unpaid care work in the country's Gross Domestic Product and perhaps most importantly, (7) ensuring that Government involved them in decision making.

Through various project interventions, ActionAid Ghana supported the mobilization of the women farmers into groups and supported various capacity building activities (including rights analysis). These have contributed to their increased rights consciousness and assertiveness.

"I will work to support the cause of women and small holder farmers when elected"- Honourable Deri-Guba, now MP for Jirapa Constituency and Alijata Sulemana MP for Sissala East pledged to women and small holder farmers.



2.0 COMMITMENT FOR 2012-2013

2.2.2 AAG evidence: “Female extension volunteer” concept enables 2,500 farmers to access extension services.

In line with AAG's objective of advancing credible rights based but cost effective alternatives, the introduction of 'Female Extension Volunteers' in the Sissala East District has enabled about 2,500 women farmers to access agricultural extension information on sustainable agricultural practices. ActionAid and partner, Tumu Deanery Rural Integrated Programme trained and supported 20 Female Extension Volunteers selected from 19 rural communities on the best planting time (in the face of increasingly variable weather conditions), planting distance, soil and water management, appropriate use of agro-chemicals and their effects, processing and storage of farm proceeds. These Female Extension Volunteers, being rural women farmers themselves, have reached out to 80 women's groups made up of 2,500 women farmers with extension information gained on climate resilient sustainable agricultural practices and other carbon conscious agricultural technologies for improved food production. The women who benefited from the volunteers support, cultivated groundnuts, soya beans and maize and got an average of 10 maxi bags per acre instead of an average of 6 maxi bags yield they had in 2011.

2.2.3 AAG evidence: Using Participatory Rural Appraisal(PRA) as a tool for community sensitization on climate change to enable communities adopt sustainable agricultural and environmental practices.

Majority of the poor and vulnerable in LRP 3 and 4 communities depend largely on rain fed agriculture as their main source of livelihood. Unfortunately, climate change is having a serious negative impact on agriculture. Indeed, the objective of attaining food security is likely to be hindered if steps are not taken to address climate change conditions as they have the potential to increase the vulnerability of people living in poverty.

2.0 COMMITMENTS FOR 2012-2013

In addressing climate change conditions through sustainable agricultural practices,



Female farmer in a REFLECT session on climate change

there is the need for smallholder farmers to take cognizance of the changes occurring in their environment and recognize how these changes are impacting on their activities. ActionAid and UrbANet therefore carried out series of activities using a participatory methodology (PRA) to generate discussions on climate change and to unearth relevant farmer and community based indigenous knowledge to address some climate change conditions. The process led to the training of 12 core community

facilitators who currently lead farmers to appreciate the interrelatedness of the complex web of events linked to climate change and how small holder farmers can apply their indigenous knowledge to ensure sustainable practices in their farming.

The core facilitators led four community sensitization activities on climate change and 174 smallholder farmers (65 women and 109 men) who participated directly in the sessions gained knowledge on climate change and climate change adaptation options. The farmers through the participatory sessions agreed on some adaptation practices in their farming activities.

2.0 COMMITMENTS FOR 2012-2013

2.3 AAG commitment: By 2017, AAG will have secured improvements in the quality, equity and gender responsiveness of public services for 31,070 people living in poverty by through holding governments and corporates accountable.

2.3.1 AAG evidence: *Lobbying meetings with Political Parties on Affirmative Action*

Recognising the important role of political parties in increasing the numbers of women in decision making and governance, two meetings were held with key members of the National Democratic Congress (NDC) and the New Patriotic Party (NPP) the two main political parties contesting the 2012 elections. Discussions centered on the need for the promulgation of an Affirmative Action legislation as well as securing the political parties' commitment to field significantly more women in the new constituencies to be created. Both parties (NDC & NPP) recognised that they have not lived up to expectation with regards to women's effective participation in politics and agreed that there was the need to take steps to address the situation. The meeting enhanced interest among political party members in the Affirmative Action discourse, As a result, Affirmative Action is being recognised by political parties as a viable initiative for increasing women's participation in party and national politics. Both parties accepted the possibility of fielding only women candidates in the new constituencies provided it was made mandatory by law. Given these “buy ins”, AAG is continuing its advocacy for an Affirmative Action legislation in Ghana.

2.3.2 AAG evidence: *Production of Campaign Materials for Women Parliamentary aspirants*

ActionAid and national partner ABANTU, launched and distributed 400 full colour campaign posters with candidates' pictures and political party symbols to women aspirants. The event brought together women parliamentary aspirants from all across the political divide, the press and representatives civil society organisations

2.0 COMMITMENTS 2012-2013

(CSOs). The activity drew attention of government, political parties and other critical actors to the need to implement policy measures to facilitate women candidates' equal access to resources to enhance their chances of being elected into political office.

As part of the advocacy strategies specifically targeted at the 2012 elections, advocacy messages in English and three Ghanaian languages (Akan, Ewe and Ga), were produced to create awareness on the positives of women's participation and representation in the national governance process. The broadcast of the advocacy messages and the documentary promoting women's visibility successfully resulted in an enhanced visibility of women contestants in the 2012 elections and increased their confidence. Additionally, the broadcast generated sustained media interest, support and promotion of the issues being raised by the women contestants culminating in the increase in the number of female elected members into Parliament from 19 to 29.

The total number of female contestants for the 2012 parliamentary election was 133 following the passage of the Constitutional Instrument 78 (CI 78). The CI 78 gave legal backing to the creation of additional 45 new constituencies.

The 29 women who were elected constitute 10.5% of the total 275 seats in parliament. Though this shows some improvement in the number of females in parliament it is still a gross under representation of the 51% women in Ghana's population

2.3.3 AAG evidence: *Women Chiefs / Queen Mothers in northern communities*

Although the appointment of women leaders in communities in Northern Ghana is not new, the recent decision by the National House of Chiefs to include queen mothers in their august house has institutionalized women's roles as queen mothers.

2.0 COMMITMENTS FOR 2012-2013

This was something AAG advocated for over 5 years ago, 33 women have so far been enskinned as chiefs or queen mothers' through sensitization and leadership programmes organised by ActionAid and her partners. The Community Aid for Rural Development (CARD) held community fora in 40 communities in Jirapa District to sensitize them on the decision of the National House of Chiefs regarding the appointment of traditional women leaders as contained in the Chieftaincy Act (1971) of Ghana. Out of the 40 communities sensitised, 10 have already enskinned Women Chiefs (Queen Mothers). This has opened doors for increased women's participation in decision making at the local level.

To ensure that the new women leaders were supported in their enhanced role, AAG organized training which equipped 40 traditional women leaders with leadership skills. The Women Chiefs were conscientised to ensure issues affecting women such as abuse/violence, exclusion, marginalisation and negative traditional practices are given the necessary attention during chiefs' deliberations. Many traditional chiefs who were skeptical about institutionalizing traditional women leaders have now embraced the concept and are working effectively with the women leaders in their various communities.

2.3.4 AAG evidence: Replicating the young female parliamentarian concept

40 women leaders in the Student Representative Councils (SRC) of selected tertiary institutions in Ghana have called for the replication of the "Young Female Parliamentarians" concept in tertiary institutions as a tool for achieving gender parity in decision making. This call was made in a workshop organized by AAG and partner ABANTU to enhance the knowledge of these young women leaders on the electoral system to ensure their effective engagement with the electoral system and increase the capacity of women leaders to engage in informed advocacy towards the passage and implementation of an Affirmative Action Bill in Ghana.

2.0 COMMITMENTS FOR 2012-2013

The workshop provided a platform for young women to articulate their views for incorporation into the Affirmative Action draft paper as well as mobilising the support of young women for the enactment and implementation of the Affirmative Action law.



Some of the young women listening to a talk on Ghana's Electoral System

The participants built consensus on the need to incorporate the formation of Young Female Parliamentarians concept in educational institutions in furtherance of the Affirmative Action legislation. The women leaders observed that Young Female Parliamentarian concept would boost confidence of young women and increase the recognition of young women leaders by women.

Space was also created for female students and 15 ABANTU Mentees (a mentoring programme, supported by ActionAid for young women in second cycle and tertiary institutions aimed at enhancing their knowledge and interest in leadership and governance processes) to deliberate effectively and become conversant with the issues contained in the draft Affirmative Action paper and thus, become ambassadors of Affirmative Action in their

2.0 COMMITMENTS FOR 2012-2013

Polytechnics and Universities. The workshop also prepared the participants to promote awareness among the student leadership and the broader student bodies on the issues contained in the draft Affirmative Action paper. The young women used the opportunity to discuss issues of leadership in their respective institutions, thereby identifying the challenges facing female students and solutions identified in their quest to fight for women's empowerment and gender equality .



Participants busily sharing their thoughts during the group work

Successes of the workshop included an enhanced awareness on issues contained in the Affirmative Action draft paper and the creation of a core group of female student ambassadors for the advancement of Affirmative Action in educational institutions. The students who participated not only gained the requisite skills and knowledge to replicate training on Affirmative Action to their constituents in schools but also renewed the commitment of the female student leaders' to women's rights and gender equality.

2.0 COMMITMENTS FOR 2012-2013

2.4 AAG commitment 5: By 2017 AAG will have ensured that **35,400 girls and 10,400 boys** equally enjoy a quality public education that respects their rights in **222 communities** where we work, leveraging system-wide education reforms designed to improve equal opportunities for all.

2.4.1 AAG evidence: AAG leads policy dialogue for the development of Civil Society Education Manifesto for Election 2012.

ActionAid Ghana and civil society partners presented a manifesto on quality education to political parties and secured their signed commitment to the manifesto. The manifesto and the agreed commitment were then given to District Education for All Teams (DEFATs) to sensitize their communities about the content so that they could hold duty bearers to account on the commitments they had made.

Community members received the manifesto and used the contents to make demands during 'face-to-face' interactions with aspiring MPs in the various constituencies. This kept quality education delivery high on the election 2012 agenda. In addition to this, the Promoting Rights in Schools instrument was used to generate data used by PTAs and their Networks in their- interaction with parliamentary candidates on teacher-availability and the impact on pupil-performance.

2.4.2 AAG evidence: 467 teachers recruited to meet the teacher deficit in the Kadjebi district

2011 Education Review Meeting revealed that the continuous decline in the Basic Education Certificate Examinations (BECE) performance in the Kadjebi District from 68% in 2008 to 27% in 2011 could be attributed mainly to inadequate teachers. The Ghana Education Service mentioned that there were more than 250 teacher vacancies in the schools and that some schools had no teachers at all. As a follow up on the issues from the District review

2.0 COMMITMENTS FOR 2012-2013

meeting, the AAG created and supported District PTA Network lobbied the District Assembly and the District Directorate of Education to take it as a challenge to reverse the situation. As a result of their activities, the 2012/2013 academic year saw the posting of 27 newly trained teachers (18 males and 9 females), an increase of 50% as compared to only 18 in 2011. In addition, the District was declared a 'deprived area' and given special dispensation to employ 600 university graduates, diploma holders and Senior High School (SHS) graduates to fill all vacancies in the schools as a matter of urgency. Currently, almost all schools in the district have a full complement of teachers from the 467 posted. The improvement in the teacher situation has ensured improved contact hours and therefore improved teaching and learning for over 18,000 children in all the 70 public primary and 32 JHS schools in the Kadjebi District.

2.4.3 AAG evidence: National and Regional Girls Camps still Empowering Girls

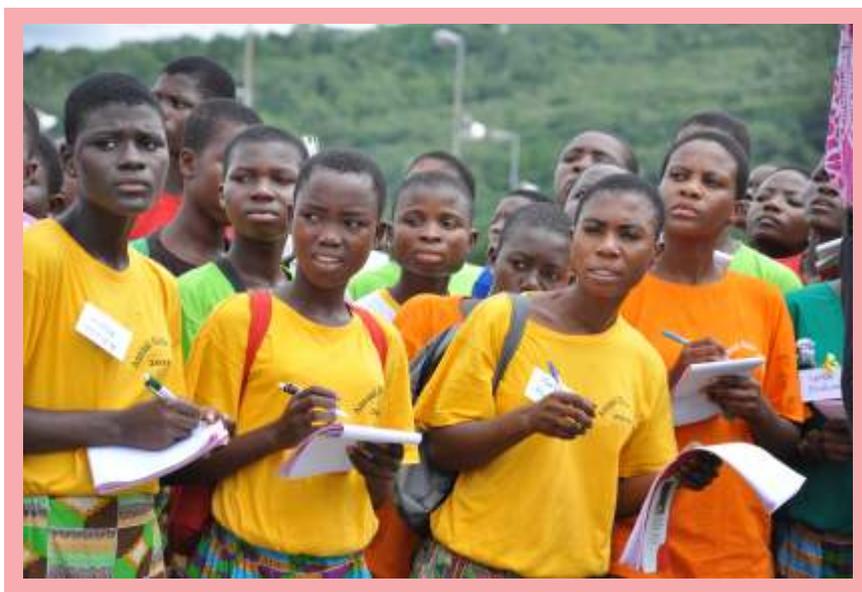
AAG has been organizing annual National and Regional Girl's Camps to build awareness, confidence and self-esteem of girls. Activities organized for girls during the camps include reading and study skills, interaction with mentors/role models (in non-traditional and traditional jobs), clinics on girls' physical and sexual development, confidence and assertiveness exercises and learning about children's rights (and responsibilities).

A follow up on some of the 650 girls who participated in 2012 through schools and communities, indicates that the girls are taking their studies very seriously (so they can achieve their educational aspirations) and are actively participating in club activities. They are also aspiring to and taking up leadership roles. On their own, they are organizing and leading learning sessions in their clubs and these positive changes are being emulated by their colleagues. Teachers and parents noted that the girls are able to express themselves better and the girls themselves state that they are more

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confident and assertive in public discussions.

Girls Camp graduates said the activities at the camp had renewed their zeal to study and that they have learnt a lot from the camp that will encourage them strive for higher education. Some of them shared their experiences; Rashida from Sognaayili said with all smiles *“Now I feel nothing can stop me, I will work hard and study till I complete the university; I can just see myself in the great University of Ghana!”*



Girls' Camp participants at the Akosombo Dam site

Issah Amina from Choggu Mmanaayili *“Now I believe I can speak in front of even the President of Ghana without feeling shy, the camp was an unforgettable experience, I am so happy to have been part of it.”*

2.0 COMMITMENTS FOR 2012-2013

2.4.4 AAG evidence: Children Used PRS Framework to demand effective implementation of the fCUBE Policy

ActionAid and partner CALID created a platform to enable children (20 male and 25 female) to dialogue with parents and other stakeholders, using the Promoting Rights in School (PRS) framework. The children led and facilitated all activities leading to and after the engagement, because children have a good sense of what does not work in school and what needs to change to secure free, compulsory, quality public education for all. They focused on the State as the core duty bearer while keeping in mind that schools, the governance structures (such as school management committees and parent teacher associations) and the education ministry are key institutions responsible for respecting, protecting and fulfilling education rights.



Happy boys and girls in school

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The children engaged chiefs, teachers and community leaders on issues of violence and abuse of girls both at home and in school - especially sexual harassment from men. They also highlighted the fact that the community had not consciously put in structures to enable children to report issues of abuse and violation therefore making it very difficult to report such cases. The children also highlighted that traditional leaders were not prioritizing children's education and monitoring teachers but instead they (traditional leaders) were more interested in land issues (where money could be made). This is a significant development as these are societies where children should be seen and not heard, especially not heard criticizing adults, particularly adult traditional authorities.



Celebrating the international Day of the African Child

2.4.5 AAG evidence: Authorities Implementing Existing VAGS Policies Effectively in Communities

Authorities responsible for the implementation of Violence against Girls in School(VAGS) policies (Ghana Education Service, Commission on Human Rights and Administrative Justice, and Social Welfare Department and the Domestic Violence and Victims Support Unit) are increasingly working more collaboratively to implement and discharge their duties effectively.

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These institutions have been sensitizing the 13 communities on their rights and human rights violations. Through these sensitizations the communities and girls are more aware of and confident in the formal systems of reporting cases for redress. AAG is excited by this development as this means that the systemic changes advocated for over the project period are becoming entrenched.

2.4.6 AAG evidence: Peer Parent Educators (PPEs) Engage with Religious Leaders for Sermons on Child Maintenance and Child Marriage

As part of efforts to sustain the impact of the SVAGs project in beneficiary communities, Songtaba supported some PPEs to hold meetings with 22 religious leaders from 13 communities on the need to incorporate in their sermons, the importance of girls' education and the role of parents for children's upkeep and the consequences of child marriages. This process was intended to empower the communities to confidently sustain their advocacy role even when the project ends.

The PPEs used the space to highlight the importance of formal channels of reporting violence and urged the religious leaders to sensitize their congregations on these channels. As a result of the meetings the religious leaders prepared and preached sermons against child marriages and child neglect.

The PPE also worked with 52 members of Community Advocacy Teams (CATs) to conduct community wide sensitizations in eight communities on the effects of child marriage and teenage pregnancy. Both CATs and PPEs are responsible for monitoring and reporting issues/cases of abuse that affect girls and women and are agents to sustain the impact of the SVAGS project even after it ends. The activities also enhanced the capacities of the community structures to be able to continue their role with minimal or no support after the project exits. The sensitization programme reached 753

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people (350 women, 315 men and 85 children). Participants included traditional, religious and community women leaders (magazias) as well as Assembly Members. Child marriage which was very prevalent in communities like Chamba and Afayili, has reduced as a result of the activities of CAT and PPE. Before the inception of the project, CHRAJ recorded a minimum of two child marriages in the communities yearly. However, in the past three years no child marriage has been recorded.

2.5 AAG commitment: By 2017 AAG will have organized **173,190 women** and **41,100 girls** in our LRPs to challenge and reject gender based violence that would have denied them control over their bodies and sexuality.

2.5.1 AAG evidence: Alleged Witches and CATs Lead Sensitization on Reintegration of Alleged Witches in Home Communities

As part of the strategies to deepen the understanding of communities on the process of reintegration and disbandment of the camps, dialogue meetings were organized in 15 'sending communities' to discuss with community stakeholders to seek their input, mobilize their support and secure their cooperation for a sustainable reintegration programme. The activity sought to create safe and welcoming communities for the reintegration of alleged witches and to build trust and confidence in the zero stigma aspiration for alleged witches during and after reintegration.

10 chiefs expressed their readiness to support the process and called on their subjects in potential receiving communities to cooperate with the Committee for Reintegration of the Alleged Witches. Community members got the opportunity to express their views and thoughts about the phenomenon of witchcraft and its negative impact on their socio- economic lives. Some family members of alleged witches were touched by the conditions the

2.0 COMMITMENTS FOR 2012-2013

women go through in the camps and pledged to go for their relatives and reintegrate them.

A total of 200 people made up of 123 males and 77 females were beneficiaries of the programme. The outcome of the programme is the re-integration of 8 alleged witches back into communities namely [Nakpalli (4), Wulensi (2), and 2 in Bimbilla]. The CAT plans to team up with *Reflect* circles in the communities to intensify the campaign and sensitization process so as to increase the awareness levels of the communities on reintegration.



2.5.2 AAG evidence: Stakeholder Meeting on Issues from Sensitization on Reintegration.

In order to involve local and district level structures in all aspects of the reintegration programme to ensure successful reintegrations, a meeting was organized for 38 male and 22 female stakeholders comprising CAT and decentralized agencies (Commission on Human Rights and Administrative Justice, Domestic Violence and

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Victims Support Unit of the Ghana Police Service and Ministry of Gender, Children and Social Protection), assembly members and some chiefs to deeply reflect and build consensus on the reintegration processes. Chiefs committed to hand over those who make fresh witchcraft accusations to law enforcement agencies if dialogue fails. Also, victims of fresh allegations are to report such cases to the police and the court for quick settlement. Assembly persons and Unit Committee Members are to monitor cases of witchcraft allegation in their areas and report to the law enforcement agencies quickly for action. Additionally, consistent sensitization has been encouraged to increase support for reintegration. All community leaders have agreed to share information about the reintegration of alleged witches during social gatherings in the communities.

Footnote: These are communities from which women have been banished to the alleged witch camps for being “witches”

2.5.3 AAG evidence: Girls leading action against violence

ActionAid and partners together with the girls' clubs have been collaborating over the years and implementing activities including creating space for those who are most affected to engage with state institutions responsible for ensuring that violence does not take place and that perpetrators are brought to justice when violence occurs.

15 Girls Clubs held an accountability meeting with state institutions - DoVVSU and CHRAJ to learn more about their activities. The 45 young girls and 15 young boys who participated in this session challenged the state institution to be more proactive in their responses to issues of rights violations. The interaction enlightened most of the young participants on the roles and responsibilities of the institutions. The institutions have agreed to hold regular meetings with the children to update them on their activities as well as collaborate with them to highlight some of their challenges to the public.

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Miss Sadia Issah, an 18 year-old Junior High School graduate and a participant of one of the meetings in Choggu Mmanaayilli shares her experience;

“Many young girls have been victims of rape and defilement, and yet due to our culture and tradition many of the perpetrators of these acts went unpunished. DoVVSU and CHRAJ (who are) responsible for bringing offenders of such acts of violence in communities to book have not been very active. Thanks to ActionAid and UrbANet for giving young girls like me the opportunity to learn at first hand our rights and responsibilities and to look in the eyes of government officials and ask them questions regarding their duties to us. Today, I feel happy and confident because I know and indeed have the assurance that I can now walk into the offices of DoVVSU and CHRAJ to report a case of violence committed against me or any other girl without fear of rejection from my community”.

2.5.4 AAG evidence : More Women Report Acts of Domestic Violence to Legal Aid Institutions

ActionAid Ghana and partners undertook initiatives and interventions to stop violence against women and girls in all the local rights programmes, including formation and training of Community Based Anti-violence Teams (COMBATs), advocacy against harmful cultural practices (allegations of witchcraft, widowhood rites, abduction for marriage, FGM among others) and sensitisation on domestic violence and on DV Act(2007). The impact of the various interventions is evidenced in the number of domestic violence cases reported by women to the Domestic Violence and Victims Support Unit (DOVVSU) and the Commission on Human Rights and Administrative Justice.

In Tain for instance, 109 women reported cases of abuse to the Commission for Human Rights and Administrative Justice (CHRAJ). The women demanded that portions of the properties they worked

2.0 COMMITMENTS FOR 2012-2013

for while married be given to them upon the dissolution of the marriage. At the hearings CHRAJ found for the women and all 109 women have received their share of properties jointly acquired during marriage.



Mary Abrafi (52yrs) & children from Njau was one of the 109 women who reported their cases. She received a 14-acre cocoa farm

2.6 AAG commitment 10: By 2017 AAG will have supported **3,000 women** to build and advocate gender responsive economic alternatives at all levels from cooperative enterprises to national and global policies that recognise unpaid care, guarantee comprehensive social protection and enable the most marginalised women to break the cycle of poverty.

2.6.1 AAG evidence: Engagement Meeting Between Women Shea-Butter Processors and Duty Bearers to Demand Kneaders

AAG and UrbANet partnered to create space for a cross section of women processors particularly women co-operative societies to

2.0 COMMITMENTS FOR 2012-2013

demonstrate to duty bearers what they are engaged in and the challenges they face. The women processors used the basic facilities provided by AAG as basis to advocate for complete sets of the facilities needed.

The purpose was for the women to interact with officials of the Regional Coordinating Council, National Board for Small Scale Industries (NBSSI), MoFA, and NRGP for the officials to appreciate their obstacles and take action to support them to acquire kneaders to improve on productivity and quality of their products to open more markets for them.



A demonstration of what women sheabutter processors go through (caption)

48 women processors took part in the demonstration and engagement with duty bearers. The duty bearers saw at first-hand the drudgery women go through in shea-butter processing and appreciated the need for simple machines that could help reduce this drudgery and increase their productivity.

2.0 COMMITMENTS FOR 2012-2013

2.6.2 AAG Evidence: Maternal and Child Health: 390 Women Benefit From Soya Cultivation

AAG and partners supported 390 women selected from 10 communities to cultivate soya to improve the nutrition of their household members, especially children. Each of the 390 beneficiaries received 4kg worth of soya bean for cultivation in their respective communities. Although culture dictates that women do not own land in communities in the Upper East Region, however through the facilitative efforts of AAG and the partner, the women beneficiaries were allocated land from their husbands or family heads to cultivate the soya beans. This facilitation became necessary because the beneficiaries' husbands would not allow them to cultivate soya beans on the main family lands where their main staple food crops such as millet and maize were grown.

660 mothers have been trained in the preparation and use of the soya blend which AAG call "1:1/4:1/4" (One measure of cereal, a quarter of soya and a quarter of groundnut). Soya blend is therefore now commonly used in communities in LRPs to supplement the protein needs of families through the preparation and consumption of various local dishes, the most popular among them being the soya porridge for breakfast for household members, especially children. Some of the women have also started preparing and selling the soya porridge from which they obtain income to buy ingredients for their household's nutrition.

Many of the beneficiaries testified that their husbands have been very supportive by ploughing their farms as well as weeding it for them. Through this support the men also gained knowledge from the extension officers who regularly monitored and provided technical services to the women. Also, to sustain the project, it was agreed from project inception that seeds received by beneficiaries have to be paid back into a common pool at harvest in the community for other women to benefit.

3.0 ENABLERS

3.1 Child Sponsorship

In January 2012, the number of child supporters stood at 13,373. While 2,882 sponsors supported us through, other linked products like Next Step, Amico Ghana and General funds. The sponsorship unit continued the reinvigoration of child sponsorship and strengthened partners and community members' capacity to support effective management of child sponsorship.

The ratio of girls to boys in the child sponsorship scheme was 1:1.9 with over almost all of them attending school.

Sponsorship links at the beginning of the year was 16,255. Year-end links were 14,827. This gave AAG a supporter withdrawal rate of an average of 9% compared to the acceptable global average of 10%.

Community Newsletters and Progress Reports were used to deepen supporters' appreciation of changes taking place in the lives of children and communities they support. To strengthen AAG's primary accountability, community fora and focus group discussions were organised during the reporting period and these fora created space for AAG and partners to listen to the community's perspectives of the child sponsorship scheme. AAG also continued to share supporters' reports with partners and communities (particularly to individuals and families who featured in the reports) to update them on how supporters' incomes are spent. In response to the communities' demand, efforts were made to translate supporter correspondence and reports into Twi (local language) in the BALRP to enhance learning and sharing with our communities. Verbal translation has continued in other local languages and issues from these communications are discussed for further action and improvement of our work.

Children took active part in all community discussions because community meetings were scheduled taking children's free periods and convenience into consideration. More education on child

3.0 ENABLERS

message collection and photo update exercises were organised and positive experiences of children were documented. Drawing competitions, quizzes, debates, football matches and end of year parties were organised for all children in the communities as a way of motivating them for their involvement in the scheme.

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. 442 mails were received from supporters for 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. In all this, responses to supporter queries and complaints were all attended promptly within the acceptable 56 days.

In order to improve communities' understanding of child sponsorship and its link with programmes, policy and campaign, child sponsorship programmes are discussed during community meetings. Logistics (colour markers, drawing books, water colours and paint brushes, stickers etc) are also provided for effective child sponsorship activities.

Three staff participated in Sponsorship Annual Meeting in Addis Ababa, Ethiopia in November 2012

One Greek supporter visited the AP. The AP also offered support to AA Burundi to strengthen their capabilities 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.

A comprehensive fundraising strategy was developed to guide this unit's work. Five key fundraising schemes namely i) Child Sponsorship Scheme; ii) Institutional Scheme iii) Corporate Scheme iv); Community local Sponsorship Scheme and v) AAG

3.0 ENABLERS

Staff Fundraising Scheme were identified. The strategy is expected to focus of AAG's fundraising within the strategy period.

3.2 Partnership Fundraising and Development

Partnership income realised for the period was GBP 646k, and about three times higher than the amount projected for the year. Partnership income represents 22% of total income realised for the reporting period. Table 3 below demonstrates sources of partnership income for the reporting period.

Over the period, AAG implemented 11 projects including the Funding Leadership Opportunities for Women (FLOW), SVAGS and Action For Children's Rights in Education projects. All statutory reports (narrative/programmatic, financial & audited) were submitted as per the contract agreement with donors.

Efforts have been made to raise more partnership with the support of the Board Fundraising Committee which has become very active in recent times. The Central Sponsorship Unit which was based in Tamale in the Northern Region has been relocated to the Accra Office to lead local community sponsorship initiative. This is due to the realisation that there are opportunities in raising funds in Accra given the high income levels and the presence of corporate and vibrant private institutions. The Executive Management Team has also taken it upon itself to lead fundraising processes through building effective donor relations and sharing project ideas and best practices with donors.

During the year, AAG organised a "Market Place" event to bring potential supporters (corporate entities and individuals) together to build relationships and to prepare the ground for the launch of AAG's local fundraising. The event showcased some of the excellent interventions that AAG undertakes in Ghana and established, built and strengthened relationships with corporate and donor community to make ActionAid their charity of choice.

Fund raising in pictures with the Board Chair delivering her welcome address



Some representatives of corporate bodies at the Marketplace event

3.0 ENABLERS

Table 1. Partnership Income Sources

Project	£'000
Behaviour Change - HIV/AIDS Prev	33
Bicycle for Girls Education - UW	3
Foodspan Ghana	17
Ghana Flow Project	245
Ghana Girls Education Project	51
Human Dignity Foundation	18
Access To Edu -KOWIE UWLRP	83
Local Governance Network	32
Voilence Against Girls In Sch.	152
Violence Against Women - HIV/AIDS	(1)
Women in Donkey Traction	14
Total	646

3.3 Communications and Public Relations

The Communication Unit worked in collaboration with other staff, partners and collaborators to ensure that AAG's communication is well-coordinated and responsive to the diverse information needs of its (AAG) publics.

The Communication Unit worked with the programme unit to integrate communications planning and audience centred communications into programme design. Capacity development sessions were organised for Senior Management Meetings (SMM), LRP teams and partners on how to create a common planning framework as an approach to achieving shared objectives. This approach is meant to enhance and develop AAG's understanding

3.0 ENABLERS

and targeting of key audiences, including mapping influencers and channels, and tailoring information and opportunities for effective information sharing and reportage, among others.

In collaboration with both the local and international media, AAG developed a communications network with peer communication units of the AA federation culminating in local and foreign media trips to some AAG's communities. These trips generated interesting stories in the media thus amplifying AAG's work and impact worldwide, thus motivating our stakeholders to support our course.

In order that the local media understand AAG's approach and interventions and report on issues from an informed perspective, a workshop was held to train 25 selected media personnel on ActionAid's Human Rights Based Approach (HRBA) to development. The workshop also highlighted AAG's tax justice campaign, which is being focused on progressive tax – progressively spent, and the need for the media's capacity to be built so they can become informed partners of the campaign.

AAG's strong relationship with the media has ensured increased media coverage and reportage of ActionAid's interventions in numerous local and major international newspapers, on the internet, community radios, and major FM stations as well as all television networks in Ghana. AAG staff and partners granted numerous interviews, issued a number of press releases on pertinent national issues and also created space for smallholder farmers' groups and other rights holders to voice their concerns.

AAG also produced publications including “Land grabbing, biofuel Investment and traditional authorities in Ghana”; The state and condition of alleged witches in the Northern Region of Ghana” (2013 edition), Increased Investment for smallholder women farmers: MOFA policy statements awaiting fulfilment;” “Implication of IMF loans and conditionalities on the poor and vulnerable in Ghana”, “AAG Annual Report 2011”, “Annual Girls' Camp Report 2011”,

3.0 ENABLERS

“Boys Camp 2011 Report”, and “A report on girl child migration in the Tain District.” These publications have been widely shared among right holders, duty bearers, collaborators, libraries, academia and stakeholders in and outside the country.

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



ActionAid always gets media support for events

4.0 PARTNERSHIP

AAG has conducted a partnership review to assess the extent to which partnership objectives have been achieved. The review has identified a number of right holders' organisations which have emerged from AAG's work with intermediary organisations over the years. These rights holder organisations will be strengthened in 2013 to ensure their independence in the future. This task will require AAG's continued presence in Local Rights Programmes (LRPs) with a clear phase out plan by the end of 2017. AAG's presence will strategically reduce as the rights holders' organisations are being strengthened. A few of the of AAG's current partners have developed and are able to secure funding from other donors to implement programmes. However, a lot more have capacity issues and need support to be self-sustaining.

Over the years, ActionAid Ghana and partner Non-Governmental Organisations have worked together to build a formidable movement for change and critical solidarity with people living in poverty. However, there has been the challenge of local and national level partners' inability to establish linkages that ensure that their interventions are aligned to build synergy. The recognition of this weak linkage informed AAG's management decision to organise a two-day partners' forum for 50 partner staff and 20 AAG staff to review relationship between LRP and national level partners. The forum also enabled AAG and partners to share information, increase knowledge and build harmonious working relationships at local and national levels. The forum helped AAG and partners to synchronise their local and national level work and also to explore new opportunities for partnership work at local and national levels.

It came up from the forum that targeting children, especially girls, to advocate for their rights is more strategic in comparison to targeting or reaching older women. This is because, experience has shown that when the young people are prepared well they can influence better and wider. The forum recognised that AAG and partners are doing a lot in terms of implementing interventions to enrich the lives of the poor and excluded, however, these are not widely publicized.

4.0 PARTNERSHIP

In addition to the forum, 70 partner staff participated in a four-day HRBA training organised by AAG to sharpen their skills to better deliver programmes. Participants were taken through the principles of Human Rights and HRBA, the minimum standards in implementing HRBA and the three programme areas of AAI HRBA.

In 2012, AAG intensified its strategic engagements with various government agencies, such as the Economic and Organised Crime Office (EOCO) and the Ghana Revenue Authority (GRA), to ensure that they have both the capacity and the political will to uphold their responsibilities to protect the rights of the poor and marginalized.

4.1 Human Resources

The year began with total staff strength of 68 (21 females and 47 males). However, by the end of the year, the number decreased to 64 comprising 23 females and 41 males.

4.2 Summary of new entrants and resignations

The organization offered 12 Interns paid/voluntary appointments for varied time frames as an opportunity to gain practical experience in the world of work whilst augmenting the efforts of the Affiliate Programme to achieve its objectives.

AAG reorganised its structure to improve effectiveness and efficiency. The Board and management of AAG identified fundraising, national policy advocacy and communication as areas that needed urgent attention:

The Sponsorship and IPD units which were separate units were merged into one unit, a Marketing Development Officer position was created to promote the marketing of AAG's products to support the local fundraising initiative.

4.0 PARTNERSHIP

The Policy Unit was reorganised to be more effective in national policy engagement and dialogue to increase AAG space in national policy debate. The reorganised unit is expected to synchronise and build stronger connections between local level interventions and AAGs policy work at the national level.

Based on AAG's niche and signed up commitments to the International Strategy, AAG has identified three key policy issues to be supported by a strong campaign with focus on contributing effectively to international discourse. LRP's have also been reorganised to focus on fewer key change promises for maximum impact and also contribute effectively to national policy and campaigns work.

The role of the Communication Unit has been transformed to support both fundraising and programmes. In view of the fact that many Ghanaians are not used to giving to charity they are not personally linked with, coupled with the public's perception that all NGOs are very rich organisations, the communication unit has a critical role to play to change this perception to enhance local fundraising initiatives. The Unit will do this by exploring and capturing more public spaces for AAG to champion public discussions and lead in providing alternatives to issues. This AAG will do effectively by relying heavily on her experience of working with the poor and excluded for the past 23 years in over 250 communities in Ghana. The unit will also support the fundraising unit to package AAG's products for fundraising. Work with the media will go beyond reporting AAG's programmes to following up on the impact of AAG's interventions to generate public discussion and call for government's action. AAG will also collaborate with the media to create space to advance AAG's alternatives to fighting poverty and injustice.

In the year, all new recruited staff underwent induction programmes organized at the Africa regional, national and local levels.

4.0 PARTNERSHIP

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

- Power and Voice
- HRBA training
- Governance and Accountability

4.3 Practices of Accountability

AAG's accountability to stakeholders was demonstrated through participatory review and reflections processes, participatory planning and budgeting, sponsorship communication and transparent processes of handling sponsors' letters to children. AAG accountability notice boards were updated and our 2011 annual report was shared with local and international stakeholders and the communities AAG and partners work with.

In addition to these, the Executive Management Team and Senior Management Team visited and held meetings with some communities during team meetings. One very important side attraction of the quarterly Senior Management Meetings (SMM), held in LRPs, is the 'market place' event. The market place event created the platform for all LRPs and the Policy Unit to showcase outstanding activities, best practices and experiences in a given quarter. The forum has greatly enhanced the sharing of innovative and creative interventions from LRPs and the Policy Unit. The SMT agenda is set in consultation with all staff and action points and decisions taken at the meeting are shared with staff and the Board.

The team meetings also helped to review performance, address finance and audit issues as well as monitor AA's accountability to donors and other stakeholders.

A mid-term review of the CSP IV was conducted to build on programmes implemented since January 2010 and the alignment processes with the People's Action to End Poverty.

4.0 PARTNERSHIP

The existing monitoring framework was updated to establish baseline information at both the LRP and national level for the assessment of future impact of AAG's work within the PA period. Based on the Monitoring framework, LRPs have also developed monitoring and evaluation operational plans in their LRP strategies for effective monitoring and tracking of change. AAG was guided by principles of participation and interactive learning, and evaluative thinking to understand its goals and assess its performance and results.

4.4 Governance

The General Assembly met in June 2012 to approve AAG's Country Strategy Paper(CSP IV) alignment to the AA International Strategy and the programme and campaign commitments. The AAI representative on the Board of AAG participated effectively in all Board meetings.

To be able to respond to the needs of PA (Peoples Action to end poverty), AAG has restructured its Board and General Assembly (GA) by reconstituting members of the 5 Board Committees to reflect the needs and aspirations of the AP. This is meant to maximize the skills of Board Members as well as enable the committees to provide more strategic oversight of the organization's policy and programme activities. It is also meant to enable the Board to more effectively follow up on accountability issues, Board decisions and resolutions. 3 new General Assembly members with varied activist/professional backgrounds were admitted. AAG will continue 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. AAG 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. Beyond participating in meetings (which takes a lot of their time),

4.0 PARTNERSHIP

Beyond participating in meetings (which takes a lot of their time), the Board provided guidance in the developing of a fit for purpose structure to deliver on the new international strategy. They also provided leadership in the market place event as well as our work with the media. They attended all AAG events in addition to other AAG activities.

5.0 FINANCE

Total income realised for the reporting period was £2,892k. Expenditure for the same period was £3,101k, resulting in expenditure deficit of £209k. Comparative to the year 2011, total income declined by 5% while expenditure also declined by less than 1% between 2011 and 2012. Table 2 below provides summary of performance for the reporting period.

Table 2: Performance Summary (£'000)

Description	Year To Date 2012/012				2011 £'000	% Change
	Actual	Plan	Var	% Util		
Total Income	2,892	2,515	377	115	3,110	(5)
Less Expenditure	3,101	2,938	163	106	3,118	(1)
Surplus (Deficit)	(209)	(423)	214	49	(8)	(103)
Regular Giving Reserve c/d	1,156	1,683	(300)		1,358	(29)
Partnership Reserve c/d	341	1,260	(919)	-	342	(29)

5.1 Income

Total income received for the reporting period was £2,892k. This represents 115% of planned income for the period. Comparatively, income realised for the current period declined by 5% from income realised for the same period in the year 2011. Detailed analysis of income realised for the reporting period is presented in Table 3.

Table 3: Income Analysis (£'000)

Description	Year-To-Date 2012/012				2011	% Change
	Actual	Plan	Var	%		
Child Sponsorship	1,281	1,402	121	91	1,597	(20)
Big Step	380	340	40	112	401	(5)
Next Step	461	366	95	126	439	5
AmicoPaese	7	-			8	(15)
Gift and General Funds	9	7	2	126	7	23
Sub Total	2,138	2,115	258	455	2,452	(12)
Net FF Transfers	69	146	(77)	47	157	(44)
	582	189	393	308	442	29
Partnership Local	64	15	52	450	12	63
Other Income	38	50	(15)	71	37	340
Total	2,892	2,515	377	115	3,074	(6)

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Table 3 indicates that child sponsorship income provided the greatest proportion to the income mix for the Affiliate Programme. The AP has not yet been able to meet its income mix target of 50/50 for Regular Giving and Partnership Income respectively.

5.1.1 Regular Giving Income

Regular Giving (RG) Income realised for the period constitutes 76% of total income. Partnership income realised was 22% of total income. RG income for the period was mainly from Greece, Italy and UK. Chart 1 demonstrates RG income distribution per Funding Affiliates.

Chart 1: Regular Giving Income Distribution as at Dec 2011 and Dec

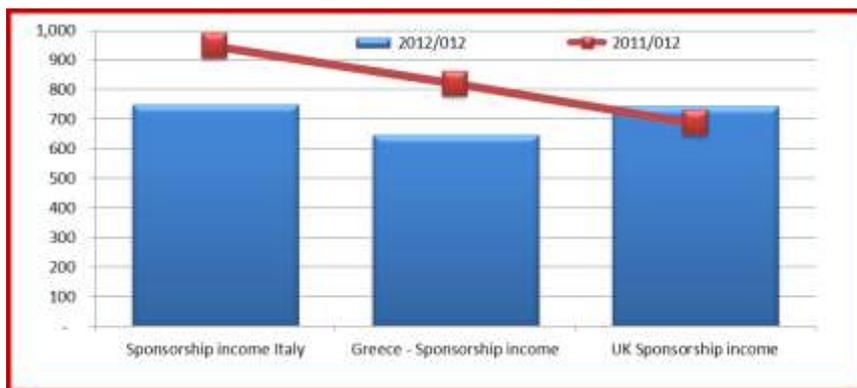


Chart 1 indicates that total RG income from Net Contributing Units for 2012 declined by 13% from RG income realised for the same period in 2011. The decrease in income from Greece of 21% and Italy also of 21% were the main cause of the decline. There were higher than normal sponsor withdrawals from these two Affiliate Programmes due to the economic crises in these countries. Income from UK however, increased by 8% from income realised for the same period in 2011. There are intensified communication efforts and other initiatives to stimulate sponsor interest to continue to support the programme. Other Affiliates such as Brazil have been

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contacted to support resolving the ever declining RG income of the Affiliate Programme.

5.2 Expenditure

Planned expenditure for the period under review was £2,938k. This was against actual expenditure for the same period of £3,101k. Expenditure utilisation for the period was therefore 106%. Comparative to 2011 expenditure of GBP3,118k, there was a marginal decline in expenditure of less than 1%. Table 3 below analysis expenditure utilisation and associated variances by natural cost.

Table 4: Natural Cost Analysis (GBP'000)

Expenditure Details	Actual	Plan	Var	Util%	Pro	2011	%^
Grants and community inputs	1,878	1,572	(306)	119	61	1,822	3
Staff costs	827	904	78	91	27	876	(6)
Travel and transportation	111	142	30	79	4	171	(35)
Office and service costs	231	276	44	84	7	229	1
Capital expenditure	54	45	(9)	121	2	20	177
Total costs	3,101	2,938	(163)	106	100	3,118	(1)

From Table 4, utilisation for Grants and Community inputs was 119%. This represents a 3% change from expenditure for the same period last year. During the period a number of reviews were undertaken to minimise overheads to ensure more investment in programme delivery. In addition, the Affiliate Programme secured a number of projects which were not included in the original budget for the year. Some of these projects include the FLOW and ACRE projects which were not included in the budget for 2012. Income for these projects was however received before the beginning of 2012. Expenditure proportion of 61% for Grants and Community Inputs is within the Affiliate Programmes direct programme cost ratio of 60%.

Personnel cost utilisation was 91% for the reporting period. However the proportion of personnel cost was 27% of total expenditure for the period as against the CSP target of 25%.

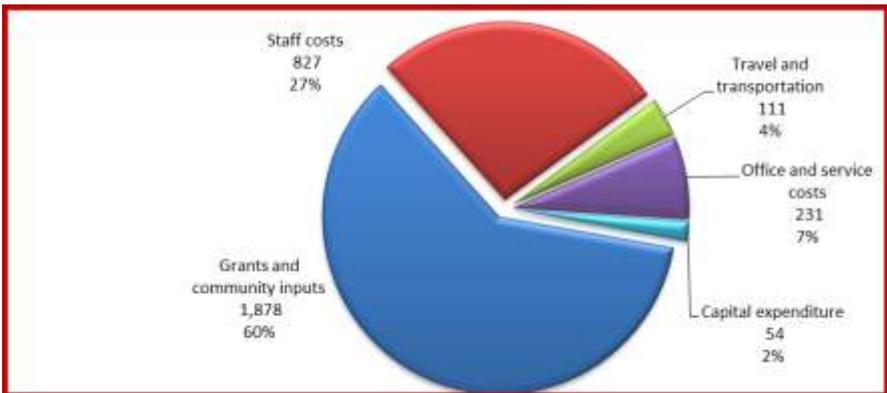
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Planned personnel cost proportion was 31%. Deteriorating living conditions as a result of increases in prices of critical services have led to a continuous increase in labour costs. As the HRBA approach to development is also dependent on highly skilled personnel, management is working hard against the economic pressures to maintain its skilled personnel to deliver on its mandate.

Travel cost utilisation was 79%. This represents a 35% decline from travel cost expenditure for the same period last year. Several measures have been established with the view to managing travel cost and other related overheads. (This required various planning and programming models to move people in groups and also adopt most cost effective travelling methods to effectively manage travel and related overheads).

Chart 2 below is used to demonstrate the distribution of expenditure by natural cost for the reporting period.

Chart 2: Expenditure distribution by natural cost



5.2.1 Statutory Cost Analysis

Statutory analyses of expenditure per projects, support, fundraising, and governance is shown in Table 5 below.

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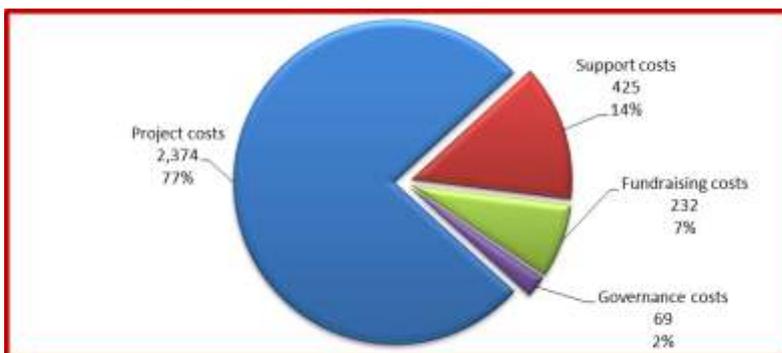
Table 5: Statutory cost analysis (GBP'000)

Description	Actual	Plan	Var	Util%	Prop%	2011	% ^
Project costs	2,374	2,022	(352)	117	77	2,246	6
Support costs	425	581	156	72	14	526	(21)
Fundraising costs	232	256	7	97	7	284	(12)
Governance costs -	69	79	10	87	2	42	19
Total costs	3,101	2,938	(163)	106	100	3,118	(1)

5.2.2 Support Cost Analysis

Support costs include expenditure of support units such as Finance, Administration, Human Resource, IT, Communication, Impact Assessment, and the Country Director's office. The AAI KPI ideal support cost proportion is a maximum of 12% of total expenditure for any given period. Actual Support cost proportion for the reporting period is 14%, contrary to the AAI ideal KPI of 12%. Several factors accounted for the Affiliate Programme's inability to achieve this ideal cost target. A significant proportion of support cost is fixed and therefore is not linked directly to the behaviour of activity implementation but rather to macroeconomic variations. Fuel and utility cost increases and increasing rent and related costs are the major drivers of rising support cost. As these costs continue to be volatile, its control becomes difficult. Management is however exploring several alternatives including construction of one office for its Accra office, to at least manage the ever increasing rent bill.

Chart 3: Statutory Cost Distribution



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5.2.3 Project Expenditure Analysis

From Chart 3, expenditure proportion for project/thematic activities was 77% for the reporting period. Project expenditure increased by 6% over the expenditure for the same period in the year 2011. Table 5 above indicates that actual expenditure for project/thematic activities exceeded budgeted expenditure by 17%. Themes that had their actual expenditure exceeding planned expenditure included Education and Women's Rights. Two main projects which implementation started in 2012 but were not included in the 2012 budget were the main reasons for the over expenditure. Expenditure for these projects – FLOW and ACRE contributed more than 50% of the expenditure variance. Other projects such as the Behaviour Change Project, Influencing Fund and Young Women Life Choices were all not included in the budget for 2012. Their expenditure therefore contributed to the variance for the year. Chart 4 below highlights the distribution of project/thematic expenditure for the year.

Chart 4: Project/Thematic Cost



From Chart 4, expenditure on women's rights stand-alone activities constitute 36% of total thematic expenditure. It is worth noting that women's rights, which is one of the main focus of ActionAid Ghana activities is carefully mainstreamed into all other thematic programmes to the extent that women's rights cost constitute over 70% of total cost. Further analysis of project/thematic expenditure is presented in table 5 below.

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Table 6: Statutory/Thematic Cost Analysis (GBP'000)

Description	Actual	Plan	Variance	Util%	Prop	2011	% [^]
Education	653	471	(182)	139	28	664	(2)
HIV/AIDS	29	20	(9)	142	1	34	(15)
Food & Hunger	299	299	(0)	100	13	255	17
Human Security	44	15	(29)	292	2	37	18
Governance	100	45	(55)	222	4	112	(11)
---	860	766	(95)	112	36	707	22
Cross Cutting Policy	233	218	(15)	107	10	278	(16)
Other	156	188	32	83	7	160	(3)
Total project costs	2,374	2,022	(352)	117	100	2,247	6

From Table 6, the only budget line that was under utilised was the other thematic expenditure. All the other budget lines were overspent, depending on the degree of extra investment made into the theme.

5.2.4 Governance Cost Analysis

Governance cost is made up of Audit (both internal and external audits) Board expenditure and legal related expenses. Total expenditure for governance was GBP 69k, resulting in expenditure utilisation of 78%. Expenditure on audit constituted 81% of total governance costs for the period.

Expenditure Analysis Per AAI Strategy (Peoples Action to End Poverty)

ActionAid Ghana has aligned its Country Strategy to the ActionAid International Strategy (People's Action to End Poverty). Expenditure for implementing the strategy has also been structured to enable management to financially appraise performance towards achievement of the strategic objectives and as well assess the amount of investment made into each of the strategic objectives. Chart 5 highlights planned and actual expenditure per each of the five strategic objectives of the People's Action to End Poverty strategy.

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Chart 5: Expenditure analysis per AAI strategy



Chart five indicates that more than 60% of expenditure to address the promises in People's Action was made on strategic objectives 3 and 5, which is in agreement with the expenditure on Education and Women's Rights. The rest of the expenditure was spread over objectives 1, 2 and 4.

5.3 Grant to Partners

Total grant to partners for the period was £835k, representing 119% of current period planned expenditure. Grants to partners constitute about 44% of total expenditure on grants and community inputs. Chart 6 highlights the distribution of grant to partners for the reporting period.

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Chart 6: Grant to Partners Distribution

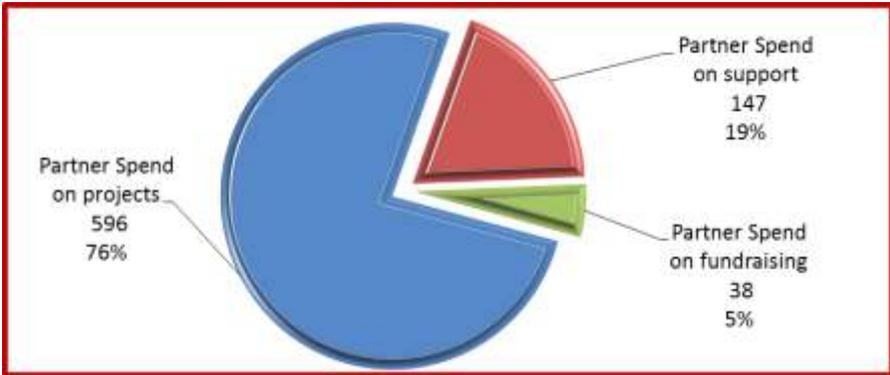


Chart 6 demonstrates that 76% of total grant to partners was spent on programme implementation whereas 19% and 5% were spent on support and sponsorship respectively. The Affiliate Programme has a target that institutional support to partners should not exceed 30% of total grants to partners and this target was not exceeded in the year.

5.4 Reserve Analysis

Regular Giving reserves at the beginning of the year were £1,358k. At the end of the reporting period, RG Reserve was £1156k, representing 4.9 months of expenditure for 2013. This is equivalent to 5 months of expenditure for the year (2012). Partnership project reserve at the beginning of the year was GBP342k. The closing Partnership Project reserve was GBP341k. ActionAid Ghana's reserve with ActionAid International totalled GBP1, 288k at the end of the year. The remaining reserve GBP226k represents the reserve held by ActionAid Ghana. An amount of GBP38k representing 17% of the reserves in Ghana represent expenditure incurred on behalf of other ActionAid Country Programmes for which charges have been made but the challenges with the recharges system continue to hold these costs in reserves.

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5.5 Unconfirmed Income raise in the year

No Unconfirmed income was raised during the year.

5.6 Unplanned Income raised in the year

The support of other Affiliate Programmes including AA UK, Greece, and Sweden as well as several projects have contributed to the GBP 345k to the income raised for the year 2012. Some of these projects such as the FLOW cover a period more than 24 months.

5.7 Fundraising Cost Analysis

Total fundraising cost for the period was GBP 249k, out of which GBP 191k was attributable to child sponsorship activities. Fundraising cost of GBP 191k was 9% of total Regular Giving Income. During the year some major ICS activities including a health screening exercise aimed at improving health conditions of children in some sponsorship communities were undertaken.

Partnership fundraising expenditure for the period totalled GBP 42k. During the year several activities were organised to raise the profile of the Affiliate Programme and also to initiate efforts to begin local fundraising. Most expenditure items for these events were sponsored and therefore did not result in a direct financial outflow from ActionAid Ghana. Costs associated with these events, which were sponsored and therefore did not result in direct cash flow for ActionAid Ghana, were estimated at GBP 20k.

5.8 Management reports

Management reports to Board, AAI, budget holders and other stakeholders were prepared and delivered on time. No incidents resulted in delay or non-submission of management report at any time in the year.

5.9 Feedback from donors

No negative feedback was received from donors in the year.

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5.10 Partners Reports

Partners' reporting has improved significantly with the introduction of the partners' reporting template. The template enables partners to have their financial analysis in real-time and also enables them to submit their reports timely at the end of the period. Currently only partners who have not yet adopted the template encounter delays in their reports.

5.11 ActionAid International Audit Recommendations

All audit recommendations from the 2011 International Internal audit has been implemented. The ActionAid Ghana Internal Auditor reports on this through the bi-annual report to AAI Internal audit.

5.12 Statutory Audit for the Year 2011

The statutory audit for 2011 was completed on time and the report presented to the General Assembly in June 2012. The statutory filing requirements under the Ghana companies code has also been complied with. The auditors did not give a qualified opinion. Findings and recommendations made in the audit have been implanted successfully.

5.13 Process improvement targets

Quality and timely reporting has been the main targets for the finance unit. These have been achieved through capacity building of staff and partners – both finance and non-finance. Several measures have also been taken to improve transaction processes and support for programme and fundraising activities. Periodic review of existing tools, models and procedures are also undertaken to improve financial management systems to enhance effectiveness and efficiency of operations.

5.14 National Board

ActionAid Ghana has a Board which is supported by five Committees. The Finance and Audit Committee, chaired by the Treasurer, is the committee responsible for providing technical financial management support to the Board.

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During the year the Committee held several meetings to deliberate on regular financial management issues as well as meeting external auditors for the pre and post audit debriefing.

5.15 Finance Training

Training for finance staff is via several channels, including one-on-one, coaching and mentoring and through online means. Training for the year centred on capacity building for effective utilisation of financial management systems including effective use of SUN, Vision, and excel.

5.16 Best Practice within Affiliate Programme

Best practice within ActionAid Ghana's finance is based on the theory of simplifying financial management systems by providing tools, and building capacities of staff to effectively utilise these tools. Currently the AP uses Activity Based Costing for its budgeting. Several processes and reporting packs have been automated thereby speeding the time for transaction processing, reconciliation and reporting whereas producing high quality financial analysis to support management decision making processes. Partners' reporting packs have also been designed to support partners to manage their finances effectively for improved performance and also attract donors.

5.17 Finance Hygiene

The Finance hygiene action plan was implemented successfully. Activities on the hygiene plan included improvement in budgeting templates to provide for all expenditure analysis, development of activity report to enable budget holders track expenditure per activities implemented, improvement in partners' reports to simplify manual work and enhance quality and capacity building of staff and partners.

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JOIN HANDS WITH ACTIONAID GHANA

*We hope you are moved by
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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
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THANK YOU

ACKNOWLEDGEMENT

AAG wishes to thank
*The Board of Trustees, Management and
staff of ActionAid Ghana
wish to thank all our high value donors,
sponsors, partner communities, traditional
authorities,
the Ministry of Women and Children Affairs,
Ministry of Education, Ghana Education Service,
women's rights groups, coalitions and other
government institutions
for their diverse contributions and support to our
intervention efforts to
End poverty. Together.*

Thank you.

