

act:onaid ghana



Annual Report 2014

'Impacting Lives,
Inspiring Change'



Impacting Lives, Inspiring Change



Annual Report 2014





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Our VISION

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

Our MISSION

"To work with poor and excluded people to eradicate poverty and injustice"

Our VALUES

MUTUAL RESPECT

requiring us to recognise the innate worth of all people and the value of diversity

EQUITY AND JUSTICE

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

HONESTY AND TRANSPARENCY

being accountable at all levels for the effectiveness of our actions and open in our judgments and communications with others

SOLIDARITY WITH THE POOR

powerless and excluded will be the only bias in our commitment to the fight against poverty

COURAGE OF CONVICTION

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

INDEPENDENCE

from any religious or party-political affiliation

HUMILITY

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

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ACRONYMS

AA	ActionAid
AAG	ActionAid Ghana
AAI	ActionAid International
ACRE	Action for Children's Rights in Education
ALPS	Accountability Learning and Planning Systems
AP	Affiliate Programme
BECE	Basic Education Certificate Examination
BOT	Board of Trustees
CBE	Complementary Basic Education
CD	Country Director
CMCE	Centre for Maternal Health & Community Empowerment
COMBAT	Community Based Anti-Violence Team
CPI	Corruption Perception Index
CRSA	Climate Resilient Sustainable Agriculture
CSO	Civil Society Organisation
CSP	Country Strategy Paper
DAX	District Assembly
DFID	Department for International Development (UK)
DOWSU	Domestic Violence and Victim Support Unit
DVA	Domestic Violence Act
ECCD	Early Childhood and Care Development Framework
EHF	Ebola Haemorrhagic Fever
EPA	Economic Partnership Agreement
EVD	Ebola Virus Disease
FA	Funding Affiliate
FEV	Female Extension Volunteers Programme
FGM	Female Genital Mutilation
GA	General Assembly
GDP	Gross Domestic Product
GES	Ghana Education Service
GHABA	Ghana Hairdressers and Beauticians Association
GNTDA	Ghana National Tailors and Dressmakers Association
HR	Human Resource
HRBA	Human Rights Based Approach
HROD	Human Resource and Organisational Development
ICT	Information Communication Technology
IFF	Illicit Financial Flow

IFRS	International Financial Reporting Standards
IPD	Institutional Partnership Development
ISD	Information Services Department
IT	Information Technology
JHS	Junior High School
KCP	Key Change Promise
KG	Kindergarten
KRA	Key Result Area
LFPPM	Local Financial Policies and Procedures Manual
LOCOMS	Local Community Sponsorship Scheme
LRP	Local Rights Programme
MDG	Millennium Development Goal
MDTP	Medium Term Development Plans
M&E	Monitoring and Evaluation
MIS	Management Information System
MMDA	Metropolitan Municipal and District Assemblies
MOE	Ministry of Education
MOFA	Ministry of Food and Agriculture
MPI	Multi-dimensional Poverty Indices
MTDP	Medium Term Development Plan
NORAD	Norwegian Agency for Development Cooperation
NESR	National Education Sector Review
PIF	Programme Implementation Framework
PRA	Participatory Rural Appraisal
PRRP	Participatory Review and Reflection Process
PRS	Promoting Rights in Schools
PTA	Parent Teacher Association
RG	Regular Giving
RTEP	Rights to End Poverty
SDF	Skills Development Fund
SEN	Special Education Needs
SORDIA	Social Development and Improvement Agency
SHSCE	Senior High School Certificate Examination
SLT	Senior Leadership Team
SMC	School Management Committee
SME	Small and Medium-scale Enterprise
UCC	United Cross Culture Ghana
YFP	Young Female Parliamentarian
YUW	Young Urban Women

FOREWORD

These are exciting times in ActionAid Ghana (AAG) as we reflect on the successes, challenges and development realities in our programme activities, particularly in our human rights and women empowerment interventions.

As usual, our Human Rights-Based Approach (HRBA) proved useful and strategic in deploying people to lead the change process in their own communities. To this end, we worked through our already existing local community structures to deepen advocacy on basic human rights and build the capacity of underrepresented and vulnerable sections of the communities.



In the year under review, we worked earnestly with our sponsorship communities and ventured into new development areas. In local assembly governance and women leadership programmes, there was marked progress in all the regional level interventions, resulting in the participation of more women in school governance structures in local communities. In most of these communities, it is refreshing to see women and girls take bold and proactive steps to influence decisions regarding the education of their children. It is equally reassuring that a few women filed their nominations to contest in the local assembly elections.

Compared, however, to the huge numbers of male candidates, the number of women venturing into leadership is very low. We need to intensify our programme-related capacity development efforts and increase advocacy to attract more women into leadership. Our Young Female Parliament (YFP) programme and the Global Platform training hub in Tamale have proven very effective in stimulating women's participation in the governance process.

It is worthwhile to mention the progress of our Young Urban Women Project, a NORAD sponsored youth development programme that seeks to equip 2,000 young ladies with employable skills for decent work, and empower them to be more assertive in defending their sexual reproductive health rights.

Our collaboration with partners has been rewarding in terms of programme development and advocacy impact over the period. On 10th December 2014, the Ministry of Gender, Children and Social Protection and AAG collaborated effectively to organise the first ever Witchcraft Accusation and Human Rights Violations Conference. It was organised to draw

attention to the dehumanising treatment of alleged witches in the six witch camps in the Northern Region of Ghana.

Following the conference, the Bonyasi witch camp in the Central Gonja District of the Northern Region was closed down on 15th December, 2015 by the leadership of the Gender Ministry and AAG. On that day, 50 accused women from other witch camps joined the five women of the Bonyasi camp in a symbolic traditional ceremony that started their journey of reintegration into their communities. There are five more witch camps remaining in the region (the only witch camps in the world). AAG is following a roadmap with local and national partners towards their eventual disbandment.

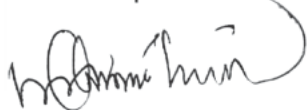
There were similar successes in our educational and food security programmes. Our collaboration with the Ministry of Education on Complementary Basic Education (CBE) has ensured that many out-of-school children are returning to the formal education system. The Action for Children's Rights in Education (ACRE) programme, which is supported by our Promoting Rights in School and Positive Discipline initiatives, has also delivered good results in the promotion of quality education for our children.

With the development of a new Country Strategy Paper (CSP V) in the latter part of 2014, the development focus of the Affiliate Programme is being aligned and reshaped to reflect the mission objectives of the strategy. It is heartwarming that the CSP V, which comes under the name 'Increasing Possibilities, Claiming Rights,' has specific and measurable key actions under four mission objectives. These include the promotion of Climate Resilient Sustainable Agriculture (CRSA), quality education, women's control over land and gender responsiveness in the mining and extractive industry.

We are therefore very pleased to share our 2014 Annual Report with you. We strongly believe that it is very possible to end poverty and injustice if we work together to address the structural causes of poverty and power imbalances. We are therefore looking forward to building on our programme and project successes in 2014 and forging ahead to reach out to more communities as we continue to work towards our vision of a world without poverty

We hope to continue impacting lives, and inspiring change.

With compliments



Sumaila Abdul-Rahman
Country Director



1.0 EXTERNAL CONTEXT

Ghana's Real Gross Domestic Product (GDP) growth slowed down sharply to an estimated 4.2% in 2014 from 7.3% in 2013, as domestic activity was hampered by gas supply volatility from Nigeria, a sharp fall in the currency and rising inflation. Inflation was 17% in December 2014 compared to 13.5% in 2013 while public debt reached an estimated 67.6% of GDP in 2014.

The West African Sub-Region was confronted with the Ebola Virus disease (EVD). According to the World Health Organisation (WHO), the outbreak of the Ebola disease has, as at 23 September, 2014, caused 2,800 deaths, mainly in Guinea, Liberia and Sierra Leone, with eight deaths recorded in Nigeria. Ghana did not record any case of Ebola. However, Ghana recorded over 23,622 cases of cholera, with a total of 190 deaths from all the 10 regions in 2014.

The energy sector was bedevilled with the inability of power producers to meet demand. Electricity supply did not meet growing demand, resulting in an ongoing power crisis.

Another challenge to Ghana's development is corruption. According to Transparency International, Ghana placed 61 out of 175 countries in the 2014 Corruption Perceptions Index (CPI), especially as not much appears to be done with regards to the high profile cases of alleged corruption, especially from judgment debt payments.

The value of the Ghana Cedi continues to decline and domestic prices of imports keep rising with the resultant adverse effects on the living conditions of people living in poverty and Ghanaians as a whole.

2.0 INTERNAL CONTEXT

A new Country Director took office in February, 2014 and went through a detailed induction process. The new leadership challenged the organisation to approach work with renewed energy to work hard to achieve the desired impact on the lives of people living in poverty. This required effective collaboration between ActionAid Ghana (AAG) and key stakeholders at both national and local levels.

AAG developed a new Country Strategy Paper V (CSP V) with the theme **"Increasing Possibilities, Claiming Rights"** that sets out our shared goals for the period 2015–2019. The strategy takes a 'bottom up' approach, to development, emphasising the strategic deployment of the creative energies of local communities to drive the process of development in poor and excluded communities. CSP V aspires to see a positive increase in people's capacity to make the most of their potential to live as full creative human beings. It seeks to create just and supportive opportunities for poor and excluded people to expand their possibilities and options.

In October 2014, AAG was voted the 'Not-for-Profit Organisation of the Year' by Ghana's most prestigious marketing and brand profiling organisation, the Chartered Institute of Marketing Ghana (CIMG). This has increased AAG's brand awareness among the public and increased possibilities for stronger partnerships with our development partners and other organisations.

3.0 COVERAGE

In 2014, a total of 78,815 people benefited from AAG's programmes and interventions. This comprised 18,909 adult males, 28,353 females, 9,321 youth (2,426 males and 6,895 females) and 22,232 children (8,346 males and 13,886 females).

AAG worked with 18 local partners at the national and local levels to develop the capabilities of right holders and their organisations to engage with government and relevant stakeholders to claim their rights. AAG and partners organised a national conversation on 10 December, 2014 on witchcraft allegations and consequent ill-treatment of accused persons, which brought civil society groups, religious bodies, victims, priests and traditional authorities together to find solutions to the dehumanising practice. Subsequently, the Bonyasi Camp in the central Gonja District of the Northern Region was closed down. AAG partners were also trained on our Human Rights-Based Approach (HRBA). This included practical sessions on how to develop HRBA programmes and projects. The training improved their understanding and application of HRBA principles, leading to improved programme quality and delivery.

4.0 STRATEGIC PRIORITIES

4.1 Food Production in a Changing Climate

Over the years AAG and its partners have provided information and created platforms for smallholder farmers to engage with duty bearers to reduce the effects of climate change and increase food production in order to ensure food security, particularly for people living in poverty. In 2014, 27,794 people, comprising 627 youth and 26,267 adult women and men benefitted from capacity development trainings provided by AAG which enabled them to engage with duty bearers. Research was also conducted on Smallholder Women Farmers' Access to Agricultural Extension Services in Ghana and how this has impacted productivity. This research will be used to advance our local and national level advocacy and campaign drives.

4.2 7,750 Women Access Climate Resilient Sustainable Agriculture (CRSA)

Extension Services

Since the start of its implementation in 2012, the Female Extension Volunteer (FEV) programme has made it possible for over 7,750 women smallholder farmers to have access to Climate Resilient Sustainable Agriculture (CRSA) extension services in the Sissala East District in the Upper West Region. The FEVs were trained in basic extension service delivery, participatory learning approaches, CRSA practices, soil and water conservation and integrated pest management, among others, in 2014. This enabled women smallholder farmers to be introduced to CRSA practices such as composting to improve soil fertility and practicing mixed cropping by rotating legumes with cereals to minimise the risk of crop failure. Others included pest management, mulching and planting across slopes for sustainable soil and water management. The establishment of three demonstration farms in Bassisan, Banu and Tumu has also contributed to enhancing the FEVs knowledge on improving soil fertility using locally prepared resources. They are now reaching out to many more women with CRSA extension services, leading to increased crop yields.

Mariam Seidu, a 41 year old Female Extension Volunteer in Nabugubelle, was able to mobilise six women smallholder farmers' groups of 120 members and provide them with CRSA extension services. In her own words Mariam said "the support we received on CRSA has really made it very easy for me to deliver basic CRSA extension services to over 120 women farmers this year alone. My groups have reported an increase in their crop yield with less cost as compared to the conventional agricultural practices of burning crop residues, using inorganic fertiliser and mono cropping, which they were practising in the past. A group member, Fatima, informed me that she produced 15 maxi bags as against an average of 7 bags from an acre of land in previous years.



In the Northern Region, AAG and Songtaba have supported 20 farmers (12 males and 8 females) to visit Deco, a compost manufacturing company in Tamale in the Northern Region. The farmers were exposed to how to prepare compost and the materials needed for effective and cost conscious composting. *Arimiyaw Hasmiu, a farmer, married with children, from Wulensi in the Nanumba South District says "when I got back to my community after the exposure, I prepared some compost and tried it on my farm and it worked. I was able to increase my farm produce from 2 bags to 6 bags of maize per acre. This is a sign of relief for me and my family, and I do not think I will use the chemical fertiliser on my farm any longer. I have shared this success with other farmers and encouraged them to use the compost on their farms rather than the chemical fertiliser."*

4.3 42 Women Community Livestock Volunteers Support Women Farmers

In the Upper East Region, AAG collaborated with WOM, BONATADU and the animal production and veterinary unit of the Ministry of Food and Agriculture (MOFA) to train 42 women in animal health and basic veterinary services. After the training, all the trainees were provided with logistics, including drugs and other animal treatment kits. The partners collaborated with MOFA to provide technical support community-level volunteers in selected communities and also assess the performance of beneficiaries of small ruminants in the communities.

In the Brong Ahafo Region, ActionAid Ghana and CMCE also supported women to rear small ruminants. As a result of this, many women now own livestock and some have sold theirs to re- invest in other businesses. In Asutifi North and South, AAG started with 140 women but the number has now increased to 170. In Tain and Banda, 90 women first benefitted from the project; this has increased to 112 women. A monitoring visit to the communities revealed that MOFA was not providing veterinary services for the women's livestock as expected, thus many of them were losing their animals. Some discussions were therefore held between the women leaders, Farmer Network leaders, MOFA and District Assembly officials to map out strategies to address the problem. The meeting made it possible for the women who own livestock to access veterinary services for their animals. A beneficiary of the service, Madam Faustina Nyarko of Donkorkrom, shares her experience:



“ActionAid Ghana and its partner (CMCE) trained 98 women on how to rear goats and sheep. Women who were given three animals of their choice were given further skills in rearing and owning the animals. This initiative was meant to improve our economic status to reduce our dependence on our husbands. The animal rearing project was going well for me and other women but most of my animals were getting sick and some also died, due to the absence of veterinary officers in the community. ActionAid Ghana and CMCE organised a meeting between us and the Agricultural Director to discuss the need to support us to treat our animals. During this meeting a time-table was drawn up on how the officers will support us. Now the Veterinary officers visit me twice a month to treat my animals. I thank ActionAid for their support and concern. Recently one of my animals fell sick and when I called on the Agric Officer, he came and attended to my animal and it is now fit. I am indeed happy because my animals will not die again and as at now I own six goats but I hope to increase the number now that they have been vaccinated.”

4.4 Farmers’ Networks Draw Government Attention

The Deputy Regional Minister of the Upper West Region led a 10-member delegation to meet with smallholder farmers on the future of cotton production in the region. It is the cash crop of the region and provides an alternative source of livelihood.

This was as a result of a series of durbars, mobilisation and solidarity building with the media by the District Farmers Networks in Sissala East and Jirapa Districts with support from AAG. The farmers have been using the media to draw government’s attention to the issues confronting smallholder farmers at the local level.



A total of 188 and 77 smallholder farmers’ representatives from Jirapa and Sissala East Districts respectively participated in media and advocacy programmes on government’s support for agricultural inputs and subsidies: *Yakubu Karim, a 48-year old farmer and Chairman of the Jirapa Farmers’ Network explained that, “the Jirapa Farmers’ Network now served as a strong advocacy unit leading all engagement with government and other service providers to press home the needs and concerns of farmers and demand for increased support for smallholder women farmers.” He added “We have linked up with a tractor service provider to plough for our members at a reduced cost of GHC 60.00 instead of the prevailing ploughing cost of GHC 70.00 per acre.”*

Yakubu, a beneficiary of AAG's proposal development and leadership trainings, also said that the network has submitted a proposal to access funding from the Skills Development Fund (SDF) to improve members' knowledge and skills in farm management, animal production and how to prepare and apply organic fertiliser preparation for improved soil fertility and increased production.

4.5 Value Chain Concept Training Results in Good Price Negotiation

AAG and SODIA organised a training programme on the value chain concept for members of farmers' networks. This was meant to improve market access for farmers whose produce is usually priced low because of their limited negotiation power. The farmers also experience huge post-harvest losses due to the inability to effectively market their produce.

The District Farmers' Network and commodity group leaders led in the mobilisation of participants for a training organised by AAG and SODIA in collaboration with MOFA. The outcome of the training was the development of an action plan which demanded a meeting between processors, buyers and farmers. The value chain concept yielded a good result in price negotiations.

4.6 Making Secured Access to Land Central to Women's Empowerment

One of the most significant gender-based constraints that women farmers face is ownership and control of agricultural land. On the average, only 10% of Ghanaian women farmers own land compared to 23% of men. Research conducted by the Civil Society Coalition on Land in 2012 revealed that women are less likely to possess land; and where they do it is small in size, limiting any large scale production.

Despite the existence of policies and laws on land, in many rural communities tradition and religion supersede constitutional law. Thus, women have limited rights when it comes to land tenure, and are often left without legal recourse when their husbands die. This is also because the women have little or no knowledge of the existence of these laws and policies. AAG and partners embarked on advocacy and training programmes to educate people about the provisions of the law while engaging with traditional authorities and communities to review customary practices that hinder women's access to land.

These engagements finally resulted in the release of 80 acres of fertile land for farming by 256 widows and Female Headed Households. This achievement came about due to an intense and consistent sensitisation programme carried out in our communities by ActionAid Ghana and partners, targeting men, especially local leaders and husbands.

4.7 Working with the Youth

The youth are endowed with lots of development potential but they are mostly left out in decision making. AAG and its partners have been mobilising and building the capacity of the youth to contribute to local governance and development processes in their communities. In 2014, a total of 9,321 youth benefitted from the interventions of AAG and partners. They were made up of 6,895 females and 2,426 males.

4.8 Dream Comes True for YFP Graduate

ActionAid Ghana has over the years worked to increase the number of women in decision making processes and leadership at all levels in the public sphere. The Young Female Parliament (YFP) concept was formed by ActionAid Ghana and NORSAAC to groom young females towards taking leadership positions, especially in schools. These YFP members have been equipped with knowledge and skills to know their rights and become confident and assertive to demand their rights.

A proud beneficiary of YFP, Yussif Mariam Pumaya, shares her success story: "I am a member of the second batch of YFP graduates. I joined the Regional Young Female Parliament (YFP) body in 2012 as a second year student and could barely pin down the dream I had to pursue not because I did not have a passion but because of my low confidence and my parent's refusal to accept my dream of becoming a Fashion Designer. I have been able to use my lobbying skills to convince my parents to buy into my dream. For me, the leadership, communication and lobbying skills training from ActionAid Ghana and NORSAAC were just appropriate, not just for leadership roles in school but for leadership in my home. I succeeded in gaining their support and starting learning under a long distance family member right after our Senior High School Certificate Examination (SHSCE) in 2014. It was unbelievable when NORSAAC invited me to apply for training from my best fashion school (the Joyce Ababio School of Fashion in Accra) through sponsorship from Vlisco Textiles Company. I started the training in August 2014 for 11 months."



4.9 Young Urban Women (YUW) Occupying Spaces to Claim Reproductive Rights

During the period, efforts were focused on increasing women's access to vocational training and seed grants as well as linking them with workers' associations and trade unions.

AAG and NORSAAC provided 15 YUW with skills training in the areas of beads and accessory making, dressmaking and fashion designing and beautician training and salon management. Ten of these YUW (and fashion designers) are currently part of the apprentice wing of the Ghana National Dressmakers' and Tailors' Association (GNDTA) and the Ghana Hairdressers' and Beauticians' Association (GHABA). Another 37 YUW members also received cash and logistic grants to support their on-going small businesses. To ensure that this support is extended to other young women at the group level, a decision has been made to have beneficiaries repay the grant and to extend the benefit to other young women. In addition to this, a total of 52 YUW have received resource management and entrepreneurship training to enhance their capacity to manage their businesses. Four YUW from Tamale have secured admission to the Vlisco Academy with full scholarships for a one year training programme in fashion and designing.

Exposure visits were organised within the period. 55 young women had the opportunity to visit the Local Enterprises and Skills Development Agency and the Council for Technical and Vocational Education and Training (COTVET). The visits exposed them to the operational systems of these agencies and their role in youth skills development. These young women are now very confident to talk about and challenge sexual and economic exploitation.

Zelia, a 23 year old factory worker recounted her experience of economic exploitation. With support from the Ark Foundation she was able to report her employer to the Ga West Labour Union in Accra for non-payment of salary. She received her money with the assistance of the union but later moved to a different company. Five group members in Accra who were working as pump attendants at a fuel filling station resigned in protest because they were experiencing excessive coughs from the fuel inhalations, since no protective measures had been put in place. They encouraged their colleagues to advocate for a better and safer working environment to ensure the enforcement of the labour laws at their various work places.

4.10 Resource Centres Enhance Social Development of Young Urban Women

Two resource centres constructed in Tamale and Accra also served as a safe space where the young women meet regularly to access information and acquire knowledge and also enhance their social and personal development skills. These centres, located in Kpobiman in the Greater Accra Region, and Tuutingli in the Northern Region, are being run with the support of young women platform leaders and peer educators. The young women hold their bi-monthly group meetings at the centres to discuss issues of concern to the group.

In Tamale for example, about 80% of the YUWs in Tamale have shared experiences of cases of sexual and economic exploitation in their homes, schools and work places. AAG and partners on the project continue to support them to identify and report cases of exploitation to authorities such as school heads, the Domestic Violence Victim Support Unit (DOVVSU) of the Ghana Police Service, the Labour Commission and their unions. There have also been a number of community outreaches and sensitisations on decent work led by the young women. Three of such outreaches on decent work were held in nine communities reaching out to about 2,700 people. Similarly, in Accra, there were community outreaches on decent work where traditional and opinion leaders and assembly members participated, reaching out to 1,120 people and agencies such as the Business Advisory Committee of the Ga West District Assembly, the National Youth Employment Programme (NYEP) and the National Youth Authority.

Florence Nartey, a 16 year old junior high graduate, after participating in various discussions on sexual and economic exploitation, mastered the courage and took a bold step to report an act of sexual harassment against her headmaster. She recorded phone conversations between herself and the headmaster and some of her colleagues which served as evidence when the case was reported and discussed at the disciplinary commission of the municipal education service. The headmaster was later transferred to a different school. Florence Nartey and her colleagues explained that the regular trainings offered by AAG have empowered them to challenge acts of harassment and exploitation and other related vices.

4.11 Mobilising Youth for Action

ActionAid Ghana and its partners have mobilised over 350 youth between the ages of 17 and 35 from five communities in the Asutifi District of the Brong Ahafo Region into five groups. Two trainings were organised for the groups' executives on group dynamics and accountability. During the trainings, the youth were taken through advocacy and lobbying skills. The immediate outcome of the trainings has been the enhanced knowledge and skills of the youth to effectively lead the development efforts in their various communities. As a result, the youth groups in Dokyikrom in the Asutifi North District engaged Newmont, a mining company to construct a borehole for the community. This became necessary when their water source was affected by the activities of the company. A series of meetings was held between the youth and community leaders as well as the company which led to the construction of the borehole.

AAG and partners also supported 167 youth in the Baare and Sakote communities in the Upper East Region to undertake a participatory analysis of the conditions of the youth in their communities. The youth have consequently been able to establish a strong collaboration with United Cross Culture Ghana (UCC) to work on advocacy and local development initiatives for their communities. Through this collaboration, the number of

youth migrating to Southern Ghana in search of jobs has reduced. Additionally, the mindset of the youth has changed and four girls who dropped out of school due to teenage pregnancy have returned to school.



4.12 Increased CSO Involvement in Developing District Medium Term Development

Plans

Regional dialogues organised with Regional Coordinating Councils (RCCs) and Metropolitan, Municipal and District Assemblies (MMDAs) have led to the effective involvement of community members, civil society organisations (CSOs) and community based groups in the development of medium term development plans (MDTPs). The Asutifi South, Asutifi North, Banda and Tain District Assemblies in the Brong Ahafo Region also took steps to increase accountability to their communities in activities of the assemblies. The districts collaborated with ActionAid Ghana and REFLECT facilitators to gather data from the communities for the district assemblies' medium term development plans.

This enabled community members in the districts to take part in the decisions concerning their welfare and provision of basic public services. AAG also engaged five Regional Coordinating Councils on the need to develop Regional Development Strategies to guide the development framework of their respective regions, though the RCC does not have a planning function. To this end, AAG supported the Upper West Regional Coordinating Council to develop their first ever regional strategy. The strategy enabled the RCC to organise a donor conference, where the priorities of the region and strategies being pursued to achieve them were discussed.

4.13 Tax Power for Community Development

The launch of the research on tax incentives in Ghana and advocacy programme dialogues targeted at policy makers and the media have created awareness and initiated reforms in government for progressive taxation. In response, government has requested telecommunication companies to pay the right taxes while reform processes are being considered to institute punitive measures when companies fold up after enjoying tax holidays. ActionAid Ghana has also been campaigning both at national and local levels for reforms in the Ghana tax system which has been marred with inefficiencies which have led to tax dodging among multinational companies, causing the country to lose millions of Ghana Cedis. Some of these companies under-declare profits, change their names or ownership after enjoying exemption, thus dodging the payment of tax to the state.

Additionally, ActionAid Ghana held series of meetings with policy makers including the Parliamentary Select Committees on Finance, Trade and Industry to discuss the loopholes in the tax policies and how we can ensure tax justice. The committees recognised the need to work with civil society and the tax justice coalition to deal with the issue of tax justice. Also during the deliberations the Select Committees requested for reforms in granting tax incentives and recommended that the power to grant tax incentives in Ghana should be vested in Parliament.

To build support for national level advocacy, Tax Justice Coalitions have also been formed by AAG in collaboration with the Tax Justice Coalition in the Northern, Upper East and Brong Ahafo Regions to ensure strong linkages between national and local level campaigns.



4.14 Enhancing Equity through Teacher Rationalisation

Inequitable distribution of teachers across the country has affected education outcomes at the basic level, with the Greater Accra Region having the highest proportion of trained teachers and the Upper East having the lowest. AAG joined other CSOs in education to increase advocacy on equitable teacher distribution in the country. AAG for example worked with GNECC to present a paper at the 2014 National Education Sector Review (NESAR) on teacher deployment in Ghana, where GNECC called for teacher rationalisation to enable children have access to quality education. Teacher absenteeism, poor use of contact hours, poor school performance and an unsafe school environment for girls are concerns that were highlighted. The recommendations that were accepted by the Ministry of Education (MOE) included strengthening the accountability of

Circuit Supervisors, increasing teacher attendance and improving teacher deployment to rural areas.

4.15 PTAs Champion Effective Quality Education Delivery in Schools

To promote effective school governance and management towards quality education, ActionAid Ghana has been working with Parent Teacher Associations (PTAs) and School Management Committees (SMCs) at the basic level to increase their knowledge and skills about their roles and responsibilities. This has increased their capacity to engage with local and national government authorities. For example, with the introduction of Information Communication Technology (ICT) as an examinable subject at the Basic Education Certificate Examination (BECE), a number of these PTAs are making frantic efforts to secure mini ICT centres for their respective schools to enhance effective teaching and learning of the subject.

With credible evidence by a survey on Kindergartens (KGs) conducted by ASUDEV and CARD in the Upper West Region, PTA networks have engaged with District Assemblies, the Ghana Education Service and other stakeholders and succeeded in getting their commitment to make adequate plans for Kindergarten education in their District Assemblies' Medium Term Development Plans (DAMTDPs) for the period 2014 - 2019. Jirapa and Sissala East District Assemblies have also included the provision of 12 and 15 Kindergarten facilities respectively in their draft DAMTDPs. A Planning Officer of the Jirapa District, Salifu Seidu, noted that

“providing budgetary allocations to improve Kindergarten infrastructure was critical and the citizens’ action to demand for this is timely.” He indicated further that “the Jirapa District Assembly was committed to constructing three new Kindergarten facilities each year and working with the Ghana Education Service to provide basic facilities that meet the curriculum and the Early Childhood Care and Development (ECCD) Framework of the government”.

The Sissala East District Coordinating Director (DCD), Mumuni Salia Sumani observed that *“Kindergarten education is the foundation on which the child’s educational career is built. However, over the years, the District Assembly had only given priority to the provision of infrastructure for the Primary and Junior High School levels to the neglect of KGs. In its 2014 – 2017 Medium Term Development Plan, the Assembly has committed itself to building 15 model Kindergartens with play equipment.”*

4.16 Kadjebi District Assembly Takes Up the Girls’ Camp Concept

The benefits and results from the national and regional Girls’ Camps have had a positive impact on the education of girls in the Kadjebi District. Since 2010, several discussions have been held with the District Assembly and the District Education Directorate to scale up this initiative. ActionAid Ghana and partners (NOCID) have facilitated a number of meetings between past Girl Campers and the District Assembly and GES to showcase the benefits of the Girls’ Camps for the education of girls in beneficiary communities. They have as a result expressed the desire to work together to organise similar camps for girls in communities that are not yet beneficiaries as a way of promoting girl child education.

In 2014, the first ever District Girls’ Camp in Kadjebi was organised by the District Assembly for 60 girls as part of their commitment to sustain and integrate the initiative in their medium-term development plan.

4.17 Girls’ Clubs Demand Safe School Environment

ActionAid Ghana and Committing Action for Rural Development (CARD) in the Upper West Region created platforms for girls to demand a safe and responsive school environment for girls, from the Ghana Education Service, parents, chiefs and traditional authorities and the District Assemblies. The girls observed that their rights are not respected in schools, hence particularly affecting their learning outcomes. Many girls are often engaged by teachers to perform household chores like washing bowls, sweeping, fetching water and preparing food, sometimes during lesson periods. Girls who try to resist such abuses are branded by their



teachers and peers as arrogant, stubborn and proud. Some male teachers even go to the extent of making sexual advances towards the grown up girls. All these create a hostile school environment which negatively affects learning, especially for the girl child. The Girls' Clubs embarked on outreach programmes, drama and inter-girls club debates to reach out to stakeholders in addressing these violations.

Tengan Amanda, a 16-year old pupil of the Pina Roman Catholic JHS, passionately reported that "sexual harassment has been an impediment to girls' education in many schools. We are exposed to harassment from male teachers, male students, community members and the youth in our communities. If ActionAid Ghana had not introduced the Community Based Anti-Violence Team (COMBAT) programme in our communities, many of us would have been at home bearing children." She called for positive action from GES and the District Assembly to end sexual harassment. She added that "the development of the district rests in the hands of women and girls, and hence their needs should be respected."

Through the implementation of Girls' Club action plans, most girls have become assertive and confident enough to report cases of harassment from their male colleagues and teachers to their female patrons and other supervisors.

Girls in 13 schools in the Upper East Region also appealed to their parents to organise extra classes in English, Mathematics and Integrated Science to enhance their proficiency, whereas Clubs in Sissala engaged the Ghana Education Service and ActionAid Ghana to organise radio lessons in English for basic school pupils. For example, a club at Zabzugu succeeded in getting their parents to raise money to organise extra classes for JHS pupils. Additionally, through engagement with PTAs, the clubs are receiving responses to their demand for quality education and a conducive environment to learn and play.



4.18 Over 120 Children Now Have Conducive School Environment

ActionAid Ghana and CMCE established REFLECT circles in Koforidua and as part of their sessions on Participatory Rural Appraisal (PRA), the community prioritised the construction of a permanent school block for their children. They drew their action plan and set up a committee that included PTA Executives, the Assembly person of the electoral area, Unit Committee members and the traditional authorities. The committee resolved to put pressure on the District Assembly (DA) and Ghana Education Service (GES) to provide the community with the school facility. The outcome of the continuous meetings between community representatives and the District Assembly was the construction by the Assembly of a three unit classroom block with a computer room, office, storeroom and staff common room for Koforidua and the surrounding communities.

The school children who were using an old church structure as classrooms could not hide their joy. Margaret Twum, a 15 year old JHS pupil, shares her joy: *“I am extremely happy now that we have a nice classroom to sit and learn in. The environment is now good for effective teaching and learning. Where we used to be at first was not good enough but we had no choice. Some of my friends played truant when we were in the church building. But now, they attend school regularly. I thank ActionAid Ghana and the District Assembly for their support.”*

4.19 Challenging Gender-Based Violence and Unpaid Care Work of Women

ActionAid Ghana and partners worked to protect, promote and defend the rights of women and girls at all levels, advocating for modification and eradication of dehumanising and harmful cultural practices such as early and ‘forced marriages’, witchcraft accusations, female genital mutilation (FGM) and wife battery, among others. We also worked with traditional authorities, and community members on unpaid care work undertaken by women, due to our social construct and gender stereotyping, which mostly work against women.



4.20 District Assemblies Opening DOVVSU Offices

DOVVSU and COMBAT have been working together to protect and promote the interests of women and girls in many communities. However, statistics available indicate that gender-based violence in the Brong Ahafo Region is increasing. In 2009, 1,028 domestic violence cases were recorded in Brong Ahafo. In 2010 there were 1,278 recorded cases of domestic violence, representing a 10% increment. However, in 2011 recorded cases of violence in the region dropped to 1,040 which represent a decrease of 10.3%, rising again in 2012 with 1,249 cases. In 2013 recorded cases of domestic violence in the region continued to increase to 1,404, reducing to 972 cases in 2014. In recognising the role that DOVVSU plays in reducing the spate of violence against women and girls, the Asutifi North, South and Tain District Assemblies and have identified and trained some of their Police personnel to establish DOVVSU offices in their districts to address this challenge.

4.21 'Marriage by Abduction' to End Soon

Women in the Upper West Region have expressed the hope of seeing an end to the age old practice of 'marriage by abduction'. They were particularly worried that this practice still persists, even in these modern times, and denies their female children their right to education and control over their bodies. 52 year old Adisatu, expressed this hope at a sensitisation meeting on the 'Girls Not Brides' project, which seeks to end the practice of 'marriage by abduction' in the Upper West Region: "I am happy ActionAid Ghana has taken this bold step. At last, there is hope that our girls will be free from this very bad old practice of 'marriage by abduction'. We will not sit down any longer as we can now count on the support of ActionAid Ghana to bring about the change we have been hoping for. I have always been grateful to ActionAid Ghana for the way you take up challenging such cultural practices that others fear to speak about".

Even though the practice of 'marriage by abduction' had been violating the rights of many women and girls for decades, it had hardly been challenged, as it was seen as an acceptable socio-cultural practice. ActionAid Ghana first brought the practice to public attention in 2009, and has since been working through the Community Based Anti-Violence Teams (COMBATs) to eliminate this violation of women's rights in the Upper West Region. December 2014 was therefore set as the target period to get the practice abolished after a series of fora on its harmful effects were organised in 2013.

In 2014 ActionAid Ghana organised a total of 26 sensitisation meetings and trainings at the community level where about 828 women, 818 Girls' Clubs members, 210 boys, 128 men and 40 teachers were mobilised to be agents of change for the abolition of the practice of 'marriage by abduction' and to participate in public campaigns against the practice.

4.22 Chiefs Lead Advocacy for Reformation of Outmoded and Dehumanising Cultural Practices

Diverse cultural practices abound in the Upper East Region, some of which are outmoded and dehumanising. Most of these cultural practices are perpetrated against women and girls. For instance, widows in some communities are striped half-naked, made to drink concoctions and denied access to their deceased husbands' assets. Culturally, women do not own land, and those who are able to buy land for agricultural and other purposes have to register the land in their husband's or son's name. Where they are lucky to own farming land, they travel long distances in remote communities to work on their farms. Most of these are unfertile and unprotected lands which do not enhance productivity. As a result, women's worth and their contribution to household food and income security are largely unrecognised by men.

To address some of these practices, ActionAid Ghana and her partners forged strong collaborative links with six traditional authorities, including the Chiefs of Sakote, Kongo, Winkogo, Datuko, among others, who have demonstrated a strong willingness to reform, and where absolutely necessary, to abolish some of these outmoded practices in their communities.

Queenmothers also promised their support to influence decisions at the Regional House of Chiefs to protect the rights of women and girls, especially widows. The chiefs collectively agreed that research would be conducted on the issues of dehumanising practices in the region to ascertain the facts, towards a royal proclamation against such practices.



4.23 State Taking Steps to Pass Legislative Instrument (LI) on Domestic Violence

The state and local government institutions have shown some commitment towards protecting girls and women from violence in Ghana. ActionAid Ghana, in collaboration with the Ark Foundation, continued its national policy advocacy on the passage of a legislative instrument (LI) for the Domestic Violence (DV) Act. The LI is required to spell out the structures to be put in place to operationalise the DV Act. With support from AAG, the Domestic Violence Secretariat organised a Stakeholders' Meeting to address some queries from the Ministry of Justice & Attorney General's Department on the draft Legislative instrument (LI). Following the meeting, the draft LI has been finalised and presented to Cabinet for consideration and passage.

4.24 Time Diaries Generate Discussions on Unpaid Care Work

ActionAid Ghana and Songtaba continued to use REFELCT to generate discussions on unpaid care work to contribute to the campaign towards the reduction and redistribution of the care burden on women. This provided the opportunity for participants to discuss the ingrained gender stereotypes that socialise women as supporters and caregivers while men are regarded as breadwinners. The exposure to the unpaid care concept and programming by ActionAid Ghana enabled community members to recognise the value of unpaid care work, which is not well considered in our society.

Fati of Madina in the Nanumba North District revealed that "the issues that were discussed initially were on unpaid care work. This sounded ridiculous to all of us. We could not imagine how we should be recognised for honouring our responsibilities as a wife or girl child. It however became interesting in subsequent meetings when time diaries of men were compared to those of women. It is at this stage that we realised the importance of the discussions. The participation of our husbands in the process was reassuring as they reflected deeply on the subject and accepted working with their wives to reduce our workload."

The ridicule of fetching water and collecting firewood, which hitherto men rarely did, has become normal for men and boys in the communities. Mr Abukari, a father of two and a resident of Bolni hinted that "I bought six big rubber containers and placed them in front of the house so that my wives can also access tanker services with water which I pay for every week. I have also given three acres of my land to Zelia, my wife, who expressed an interest in farming."

4.25 Building Solidarity to Increase Women's Political Influence

As part of the strategy to campaign for more women to contest the 2014 District Assembly elections, ActionAid Ghana and its partners organised a forum which brought together policy makers, the Electoral Commission, Queenmothers, chiefs and the press to campaign for women's inclusion in decision making at the local level. In all 150 women and 25 men attended the forum.

The Queenmother of the Sunyani Traditional area, Nana Nyamaa, had this to say:

"I wish to sincerely say that I am encouraged with the zeal with which women at the forum have expressed their desire to contest in the upcoming elections. I am encouraging other women who are yet to make their decisions to be bold and confident in order to challenge the male dominated society. I believe that if women are involved in the decision making process they can articulate the needs of women better than men. Women are home managers and I trust we can transfer such qualities to the District Assembly to bring about development for all, including children. I will therefore call on women who wish to contest to go to their traditional leaders, especially their queenmothers, to solicit for their support. I also wish to call on the men to also support women to take an active part in decision making at the local government level to sustain our development. Once again, I pledge my support for any woman who wishes to contest in the area of my jurisdiction. I take this opportunity to thank women in this forum for their wonderful contributions. This shows clearly that when given the opportunity and space women can contribute meaningfully to our development process".



4.26 Building the Innate Power of Women to Lead

ActionAid Ghana has developed interventions to encourage more women to participate in decision making at the local level to serve as a springboard for higher positions in society. Some of these interventions included training in public speaking, seminars on women's leadership and workshops on the decentralisation process for potential assemblywomen. These actions have boosted the self-confidence of the women to effectively articulate their manifestoes to the electorate. It has also equipped them with the knowledge and skills to

participate in district assembly discussions. The women were also supported with posters and other materials to make them marketable to the electorates in the Upper West, Volta, Greater Accra, Brong Ahafo and Northern Regions.

A beneficiary of some of these interventions shares her experience: *"My name is Gariba Bushira from the Sissala West district. I am 27years of age. I have learnt that as a woman God has created me with abilities to do everything and serve my community. I have what it takes to help my community to develop. As a woman I still have a role to play to develop my community and my country. I have learnt from this training that if I want to influence my community positively as a woman, then, I have to be open, supportive, be an action oriented person and live a positive lifestyle. I also need to get people ready to move with me and therefore I need to build a team, have a vision and be able to communicate my vision to others and also be transparent, honest and accountable."*

In the Upper West Region, ActionAid Ghana and its partner, CARD-Ghana organised a three day capacity training for 120 potential women who expressed an interest in contesting the 2014 District Assembly Elections. The training forms part of our effort to nurture the confidence of women, enhance their capacities in public speaking, sharpen their mobilisation skills and enhance their campaign messages to enable them contest and win their seats in the District Assembly. Under the Ghana's decentralisation system, the District Assembly is the highest decision making body in local governance at the District level.

Bushira continues: *"I have finally learnt from this training that nothing good comes easy. There are always challenges, but there is always a way out. All I need to do is to develop self-confidence. I have to be confident within myself, feel that I am confident, desire it and just be focused, without looking back or doubting myself so that I can get what I want. I can do all things through God who strengthens me. I can! Yes I can!"*

Victoria Donkor who also participated in a similar training in Kadjebi District revealed that *"since I lost the seat to my male counterpart in 2010, the women of this electoral area have 'cried' for my comeback every time the community remembers the programmes that I brought to Ampeyo. They told me that they were wrongly influenced to vote for the man and after careful thought, they believed I am the one to lead them for development. I am very happy that this training programme provided by ActionAid Ghana and partners has added to my wealth of knowledge and skills. I am going to use them to campaign and regain the seat to increase the number of women in the Assembly."*

5.0 ENABLERS

5.1 Human Resource and Organisational Development

AAG started the year 2014 with 68 staff comprising 42 males and 26 females. 12 more personnel were engaged to fill several positions at the Global Platform and some new projects. There were four voluntary resignations during the period. The total staff at the end of the year was 73, made up of 27 females and 46 males. A total of 16 interns were appointed across the Country Programme as part of our Youth Capacity Building Programme. Training programmes and workshops were held for staff at various levels in furtherance of our organisational mission to enhance the successful delivery of our strategic objectives.

The trainings included Human Rights-Based Advocacy (HRBA), Monitoring and Evaluation, Project Planning, Transport and Logistics, Tax Justice Campaign, Leadership, Performance Management and Reflection Action. AAG also seconded one staff member to Jordan to help build an effective financial management system for the Middle East Refugee Crisis. An elaborate and focused leadership training was also held for SMT members to deliberate and reflect upon AAG's work, the organisational culture and external environmental factors impacting our work.

A new Organisational structure which was developed to reflect the human resource requirements of CSP V was approved by the Board. A Human Rights and Organisational Development (HROD) Strategy and a Change Management Plan were developed during the period to facilitate the implementation of the CSP V from 2015.

The Women's Forum held its annual meeting in September with 18 members. The forum organised personal development training for its members. Other trainings and programmes have also been outlined to build a strong feminist perspective within the organisation for the pursuance of personal, professional and programme goals.



To promote organisational effectiveness and build cohesion, a week-long durbar was organised for all staff to reflect and deliberate on the organisational culture, team work, staff welfare and the Staff Council. The Staff Council has been strengthened to serve as an intermediary between staff and management. The Council has also been involved in supporting management to take key decisions that affect staff and the organisation and has also taken the responsibility of coordinating some staff welfare programmes.

5.2 Practices of Accountability

Our values require us to create spaces and processes in which our stakeholders will hold us accountable for the quality and effectiveness of our programmes.

ActionAid Ghana continued to use the Participatory Review and Reflection Process (PRRP) as a catalyst for organisational changes, particularly regarding our attitudes and behaviours. The PRRPs have led to more learning, ensured accountability and transparency in our work and have improved our overall understanding of change and impact. The process has also encouraged us to share our budgets, details of programmes and the methods of raising and distributing our funds with partners and communities. This has ensured strong support within communities to initiate succession plans for community focal persons, Girls' Club executives and other leadership positions by identifying and grooming young people and children to facilitate smooth transitions.

AAG also worked closely with community facilitators, PTA Networks, Farmer Networks and Alleged Witches Networks, Girls' Clubs and COMBATs to share information with our primary stakeholders on our activities and those of our partners at the community, district and regional levels. Information on financial and non-financial resources, including child sponsorship, were provided. This has helped to deepen trust between communities, partners and ActionAid Ghana. The process has also deepened the ongoing engagement between ActionAid Ghana and its primary stakeholders, resulting in improved understanding and appreciation of our work.





As part of the process outlined by the Accountability Learning and Planning Systems (ALPS) to ensure effective implementation of CSP V, all regional programmes conducted community profiling to gather information to establish participatory baselines and develop indicators to inform the development of regional and Local Rights Programme (LRP) strategies. The data gathered enabled ActionAid Ghana to establish measurable targets for the number of people to reach over the CSP V period and the development of a comprehensive Monitoring & Evaluation framework.

Our work with the media increased significantly in intensity with frequent conversations and reflections on the alternatives we have advanced as well as the assumptions underlying our interventions and theory of change. These processes provided us with the opportunity to focus our interventions at both the local and national level to leverage our impact.

On accountability practices with partners, AAG developed the 2014 Annual Plans and Budgets (APBs) with agreed roles of all parties in planning, PRRPs, joint implementation, review and reflection sessions. These opportunities helped build mutual trust, confidence and the commitment of all parties to play their roles. This ensured efficient and effective delivery and realisation of desired goals and objectives.

5.3 Institutional Governance

ActionAid Ghana's ongoing commitment to mutual accountability advanced in 2014 through the strengthening of the Board and General Assembly (GA) members' skills and knowledge to enable them effectively engage in Board and General Assembly deliberations. Sequel trainings and inductions were organised for Board members and GA members in the areas of AA, HRBA, Fundraising and Tax Justice. These trainings were facilitated by both ActionAid Ghana and ActionAid UK staff.

The Board of Trustees within the period approved the Child Protection Policy, new Country Strategy Paper, HRPPM and the procurement of an office facility for the Accra office. Four new members were recruited onto the GA while one GA member, Stella Yembilah, and the AAI Representative on the Board resigned from the General Assembly. Two General Assembly members were also appointed as Board of Trustee members. All board committees were reconstituted to introduce new perspectives and energy in their work.

5.4 Communication

An integrated communications strategy was implemented to solidify the winning profile of the organisation and fulfill AAG's vision of putting people living in poverty at the centre of its development work. Platforms such as regional dialogues and joint campaign ventures with government institutions enhanced AAG's presence in the media. Some of these campaigns included the first ever National Conference on Witchcraft Accusations and Human Rights Abuses, and the subsequent closure of the Bonyasi Witch Camp. AAG collaborated with local and international media to arrange media coverage that provided useful information about our interventions and also deepened our partnerships. Some of the international media organisations included reputable media broad-casting houses such as the BBC, CNN, CBC, Agence de Presse Africaine and Spanish Radio and Television.

To effectively impact audiences within different demographics and increase AAG's visibility, AAG deployed strategic publicity and broadcasting tools such as TV and radio documentaries, newspaper articles and live reporting during event launches. AAG's weekly column in 'The Finder', the fourth largest circulating newspaper in Ghana, has ensured that AAG is in the news every day. In this column, 'Development in Action', employees of AAG take turns to write and share development successes of their respective programmes and projects.

On social media, AAG experienced a steady growth in numbers on Facebook, where regular updates on current campaigns and feedback on thematic programmes and projects have kept the page lively and very interactive. AAG's website (www.actionaid.org/ghana) has also remained very active with uploads of exciting pictures information resources to sustain and improve the increasing visitor traffic.

5.5 Fundraising and Supporter Care

ActionAid Ghana's Programme is primarily funded by sponsors from four Funding Affiliates (FA) in the Federation – UK, Italy, Greece and Brazil. At the beginning of 2014, the number of supporter links (both child and non-child sponsors) from all four FAs across the Programme was 14,791. This decreased slightly by 0.05% to 14,784 by the close of the year. Apart from the UK-funded LRPs (Tamale Peri-Urban, Jirapa and Bawku) and the new Brazilian LRP (in Bawku) which is at the growth stage, the link level for all the other LRPs (GA, Kadjebi, Bolgatanga, Sissala, Asutifi, Tain, Tamale, Nanumba) decreased. A total of 1,404 supporters terminated their financial support for Ghana in the course of the year, with a majority of those

supporters giving no reasons for withdrawing their sponsorship. However, about 50% who gave reasons indicated they could no longer make donations due to changes in their living conditions.

We continued to provide critical information about our work and the progress of sponsored children, their families and communities through photo updates and community newsletters. Activities were also implemented to reinvigorate child sponsorship and deepen community understanding of the scheme and its related benefits to the community. These included educative events and fun games, community meetings and forums.

ActionAid Ghana hosted the West Africa and Americas High Value Training Workshop in July 2014 with more than 40 participants, including four AAG staff. The training aimed to deepen the understanding of people from different countries on how high value can support programming as well as give participants the knowledge, skills and tools to maximise their income streams. Three donor projects were secured in 2014, one from DFID through the Crown Agents and the other two from high value donors. ActionAid Ghana secured £273,000 to pursue the second cycle of the Complementary Basic Education Project which aims at transiting out-of-school children into formal schools. €48,000 was also secured to promote the rights of children in schools to non-violence through education and training of teachers, parents and children on positive discipline approaches as a better way of managing children in their homes and schools.



Additionally, €1million was secured from an anonymous Italian donor to improve access to quality basic education in Ghana for boys and girls, and support women to build bold alternatives to improve their lives.

Three donor projects also ended in 2014, two in the Upper West Region and one in the Volta Region. However, AAG continues to implement the three multi-country projects being implementing over the years. These include the Women’s Rights and Sustainable Livelihood, Young Urban Women (YUW) and Action for Children’s Rights in Education (ACRE) projects.

ActionAid Ghana continues to deepen donor relations, as a way to build momentum towards community development. AAG invited some donors to observe and participate in project implementation. One such donor, Sanne Foundation in UK, honoured the invitation and visited Ghana to witness the commissioning of a kindergarten block in the Volta region. Some donors like the EU office in Ghana and the Danish Embassy were visited with the objective of understanding donor needs and also to create more avenues for them to understand the organisation.

The commitment to launch, test and grow Local Community Sponsorships (LOCOMS), as a strategic decision to diversify our income is on course. ActionAid Ghana is in the process of developing a direct response TV advertisement to call people to action. We have almost completed the process to acquire a special premium number that can be used by all network users to access information about LOCOMS. This will ensure that back-end processes are effective to match any public fundraising campaign.

5.6 Finance and operations

Total Income realised for the reporting period was £4,011k against expenditure for the same period of £3,634k resulting in an excess of income over expenditure of £3,77k.

	Year-To-Date Dec 2014				2013/012
	Actual £'000	Plan £'000	Var £'000	%	£'000
Total Income	4,011	2,265	1,746	177	2,816
Less Expenditure (including transfers)	3,724	3,109	525	117	3,138
Surplus (Deficit)	287	-844	-	0	-322
Regular Giving Reserve b/d	1,165	1,683	-300	0	1,529
Reserves c/d	1,452	838	-497	-	154

Table 1: Performance Summary
5.61 Income summary

Total income received for the reporting period was £4,011k. This represents 177% of planned income of £2,265k for the period. Comparatively, income realised in the current period increased by 43% from the income realised for 2013, which totalled £2,816k. Detailed analysis of income for the reporting period is presented in Table 2 below.

	Year-To-Date December 2014				2013/012	%	2014
	Actual £'000	Plan £'000	Var £'000	%	£'000	Change	Annual
Child Sponsorship	1,200	909	291	132	1,247	-4	909
Big Step	344	353	-9	97	380	-9	353
Next Step	416	314	102	132	438	-5	314
Amico Paese	6	6	0	105	7	-9	6
Gift and General Funds	14	3	11	460	7	86	3
Net Transfers	-90	-50	46	8	60	-167	-50
Partnership - Affiliates	1,640	680	963	242	448	275	680
Partnership Local	253	15	238	1,687	185	37	15
Other Income	138	35	103	399	36	248	35
Total	4,011	2,265	1,746	177	2,808	43	2,265

Table 2: Income Analysis

From Table 2, income from Child Sponsorship related products (Supporter Marketing) totalled £1,980k, and partnership income (made up of income raised from projects) totalled £1,893k. Other income, including income from disposal of assets and miscellaneous income totalled £138k.

The continuous decrease in income from supporter marketing related products has reached its climax leading to an end in the dominance of this source of income in the income mix. During the reporting period, the supporter marketing source of income was 49% of total income. Between 2013 and 2014, all the major sources of supporter marketing related income declined by an average of 6%, except income from Brazil. Chart 1 below demonstrates Regular Giving (RG) income distribution per Funding Affiliates.



Chart 1: Regular Giving Income Distribution

Chart 1 indicates that total supporter marketing-related income from Funding Affiliates for 2014 decreased by 6% from income realised for the same period in 2013. The decrease in income resulted from a decrease in income from Italy, Greece, and UK of 4%, 15%, and 1% respectively. Income from Brazil however increased by 62% due to additional links received for the period. AAG began receiving links from Brazil in 2012 and has been growing since then. Further growth in links and hence income is expected over the coming years.

The decline in income from the major regular giving sources was due to several factors including the financial crises that have resulted in higher attrition rates. The Sponsorship team is constantly communicating with sponsors with the view to stimulating their interest to continue to support AAG programmes.

5.6.2 Partnership Income

Partnership Income realised for the period was 273%, representing 47% of total income realised for 2014. Table 3 below demonstrates sources of partnership income for the reporting period.

Table 3: Partnership Income Sources

Project	Donor	£'000
Behaviour Change-HIV/AIDS Prevention	Ghana Aids Commission	25
Complementary Basic Education	Crown Agents	148
Children Right In Education	Anonymous donor	42
Ghana FLOW Project	Dutch Ministry of Foreign Affairs	176
Access to Quality Basic Education	Super Donor from Italy	791
Local Governance Network	LOGNET	74
Marriage by Abduction	Canadian High Commission to Ghana	2
Young Urban Women Project	Norwegian Agency for Development	318
People For Change-Denmark	AA Denmark	8
Plant Breeders Bill	STAR Ghana	4
Promoting Rights in Schools	AA International secretariat	41
Tax Justice Campaign	AAI Transfer	13
Cholera Emergency Response	AAI International Secretariat	20
Global Platform	AA Denmark	68
Total		1,730

Planned expenditure for the year 2014 was £3,109k but actual expenditure, excluding transfers was £3,634k. This represents 117% budget utilisation. The major cause of the over-expenditure was additional projects such as the Access to Quality Education Project funded by an Italian super donor, which was not included in the budget for 2014. Table 4 below analyses expenditure utilisation and its associated variances by natural cost.

Table 4 - Natural Cost Analysis

Expenditure Details	Actual ('000)	Plan (000)	Variance	Util %	Prop	Last Yr	% Change
Grants and community inputs	2,465	1,691	-773	146	68	1,930	28
Staff costs	666	670	4	99	18	699	-5
Travel and transportation	143	72	-71	198	4	123	16
Office and service costs	325	213	-112	152	9	329	-1
Capital expenditure	37	463	426	8	1	55	-33
Total costs	3,634	3,109	-525	117	100	3,135	16

From the table, Grants and Community Inputs amounted to 146%, which represents a 28% increase over expenditure for the same period in 2013. The excess of the actual expenditure for Grants and Community Inputs over the planned expenditure was mainly as a result of unplanned expenditures on projects that were secured during the reporting period. The major projects for which funding was secured in the year but not included in the budget were the Italian Super Donor Project and the Balcombe-funded Project in Tamale.

Expenditure on the Super Donor project alone for 2014 was over £350k and for Balcombe was £125k. In addition, some projects such as the Complementary Basic Education Project and LOGNET received additional income that increased their expenditure significantly above the budget for the year.

Personnel cost utilisation was 99% for the reporting period, which represents a 5% fall from the personnel cost for the same period last year.

Chart 2 is used to analyse expenditure by natural cost for planned and actual expenditure and that of the comparative period for last year.

Chart 2: Expenditure by Natural Cost



5.63 Statutory Cost Analysis

Table analyses expenditure by statutory cost.

Table 4: Statutory Cost Analysis

Expenditure Details	Actual ('000)	Plan (000)	Variance	Util %	Prop	Last Yr	% Change
Grants and community inputs	2,465	1,691	-773	146	68	1,930	28
Staff costs	666	670	4	99	18	699	-5
Travel and transportation	143	72	-71	198	4	123	16
Office and service costs	325	213	-112	152	9	329	-1
Capital expenditure	37	463	426	8	1	55	-33
Total costs	3,634	3,109	-525	117	100	3,135	16

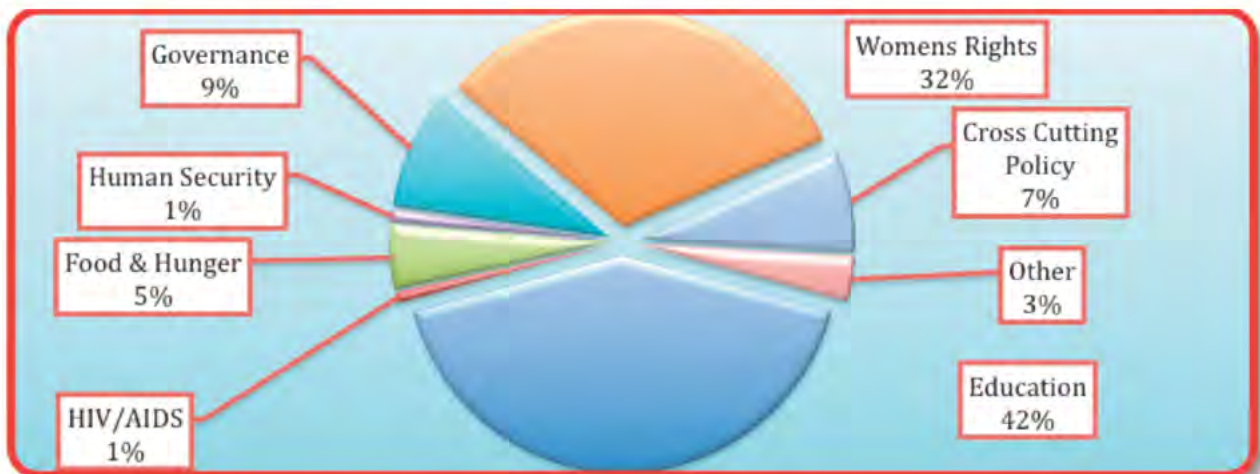
The actual support cost proportion for the reporting period was 17% against the AAI KPI ideal support cost maximum of 15% of total expenditure for the period. The increase in office cost variables such as rent and utilities is coupled with a significant proportion of support cost that is fixed and therefore is not linked directly to the behaviour of activity implementation costs.

Chart 3: Statutory Cost Distribution



Partner’s expenditure utilisation for the current period was 138% of total grants to partners for the period which constitutes 32% of total project costs for the period. This is higher than the 28% of total project costs allocated to partners as grants for the same period last year. However, ActionAid Ghana has a target of allocating not less than 50% of its project costs to partners for implementation. It is hoped that as partners continue to strengthen their financial systems and also build their capacity in implementing HRBA programmes, this objective will be achieved. Chart 4 below highlights the distribution of thematic expenditure for the reporting period

Chart 4: Project/Thematic Cost



From Chart 4, expenditure on Women’s Rights stand-alone activities constitutes 32% of total thematic expenditure. It is worth noting that Women’s Rights, which is the main focus of AAG’s activities is carefully mainstreamed into all other thematic programmes to the extent that Women’s Rights costs constitute over 70% of total cost. Women’s Rights expenditure utilisation for the period is 111%, also representing an increase of 29% of the expenditure for the same period last year. Expenditure utilisation for Right to Education, Food Rights and Climate Change were 254% and 98% respectively.

5.6.4 Expenditure Analysis per AAI Strategy (Peoples Action to End Poverty)

ActionAid Ghana’s Country Strategy IV, which ended at the end of this reporting period is aligned 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 also assess the amount of investment made in each of the strategic objectives. Table 5 below demonstrates expenditure analysis based on the ActionAid International Strategy (Peoples Action to End Poverty).



Table 5 : Expenditure Analysis Per Strategic Objectives of People's Action to End Poverty

Strategic Objective	KCP	Actual £'000	Plan £'000	Variance	Util%	Prop	Annual
Promote Sustainable Agriculture and Control Natural Resources	1	6	12	7	46	0	12
	2	66	85	19	78	3	85
	total	71	97	25	74	3	97
Advance Poor People's Political Influence for Government and Corporate Accountability	3	127	122	-5	104	5	122
	4	66	51	-15	129	3	51
	total	193	173	-20	112	8	173
Improve Quality of Public Education for Children and young People to become drivers of Change	5	863	403	-460	214	35	403
	6	15	3	-12	450	1	3
	total	879	406	-472	216	36	406
Build Resilience of People to Manage and Respond to Disasters with People-Centred and RBA Alternatives	7	11	37	26	29	0	37
	8	0	13	13	0	0	13
	total	11	50	39	21	0	50
Women and Girls Break the Cycle of Poverty and Violence, and Build Alternatives for Control over Body	9	686	504	-182	136	28	504
	10	0	207	207	0	0	207
	total	686	711	25	96	28	711
	subtotals	1,840	1,437	-403	128	75	1,437
	others	624	254	-370	246	25	254
Total Project Cost		2,465	1,691	-773	146	100	1,691

Table 5 indicates that 75% of the total Project Cost for the period was spent on activities that contributed to the achievement of the ActionAid International Strategic Objective. The remaining 25% was spent on specific activities in the AAG'S Country Strategy that were not aligned with the ActionAid International Strategy.

5.6.5 Grant to Partners

Total grant to partners for the period was £888k, representing 138% of current period planned expenditure and a 39% increase from expenditure for the same period in 2013. Partners also benefitted from the implementation of projects for which funding was secured in 2014 but was not included in the planned expenditure for the period.

The chart below demonstrates distribution of grant to partners for the reporting period.

Chart 5: Grant to Partners Distribution



Chart 5 demonstrates that 79% of total grants to partners was spent on programme implementation whereas 15% and 6% were spent on support and sponsorship respectively.

5.6.6 Fundraising Cost

The total Fundraising cost for the period was £144k, representing 85% of planned expenditure. The Sponsorship cost constitutes more than 90% of the total Fundraising cost. The rest was spent on Partnership fundraising activities.

5.6.7 Reserve Analysis

Regular Giving reserves at the beginning of the year were £700k. At the end of the reporting period, the RG Reserve had increased to £838k. The 2014 year end reserves are equivalent to five months' expenditure for 2014. It is however worth noting that about £600k of this reserve is committed to the acquisition of a freehold office building for ActionAid Ghana. The Sales Agreement for this acquisition has been signed and by end of July, 2015 the new office will be ready for commissioning.

5.6.8 Partnership Reserves

Reserves held for donor projects were £465k at 31st December 2013. By 31st December 2014, donor project reserves were £614k. The Super Donor Project alone has a reserve balance exceeding £430k. All other projects have reserves of less than £70k. None of these amounts are expected to be returned to the donors. All the projects to which these reserves refer are ongoing.

5.6.9 Emergency income

An amount of £20k was raised to support the fight against the cholera outbreak in Ghana. The amount raised was fully utilised. Due to budgetary constraints, AAG did not make provision for such emergency outbreaks. The funding therefore enabled the Affiliate Programme to respond to the national call for support thereby enhance its profile, as the donation of medical items to two major hospitals received significant media coverage and increased the visibility of the Affiliate Programme.

5.6.10 Local income

Local income raised totalled £391k. The two main sources of local income were the Complementary Basic Education (CBE) Project and The Local Governance Network (LOGNET). Income realised from the CBE Project was £148k and from LOGNET was £74k. Local income also included income realised from the disposal of assets and miscellaneous income.

5.6.11 Balance Sheet Analysis

Property Plants and Equipment was valued at £98k. Debtors balances at the end of the reporting period was £109k, out of which £2k relates to staff debtors, mainly working floats that were not retired at the end of the reporting period. Recharges continue to be a challenge for the Affiliate Programme. Costs incurred for hosting other ActionAid members at their behest remain un-credited and this balance stood at £11k at the end of the reporting period.

5.6.12 ActionAid International Audit Recommendations

All audit recommendations from the 2011 International Internal audit have been implemented. The ActionAid Ghana Internal Auditor reports on this through the biannual report to AAI's Internal Auditor.

5.6.13 Audit for the Year 2014

ActionAid Ghana has rotated its auditors with the recruitment of Deloitte Ghana to audit its accounts from the 2014 financial year. All arrangements have been finalised for the statutory audit to begin from the first week of March 2015.

AAG adopted the International Financial Reporting Standards for SMEs (IFRS for SMEs) since the 2013 regulations from the Institute of Chartered Accountants on statutory reporting in compliance instructing all companies to adopt IFRS or IPSAS for their statutory reports. The 2014 report will be the second statutory report issued in compliance with the IFRS for SMEs. As part of the processes for adopting the IFRS, additional liabilities were introduced in the accounts. This was the introduction of Staff benefit cost and a write-down of the intercompany balances. The net effect was a negative reserve of about £65k. The 2014 accounts have been adjusted appropriately to take care of these effects which were recorded after the 2013 AAI financial reporting pack had been submitted.



AAG: IMPACT STORIES & DEFINING MOMENTS



First National Conference on Witchcraft a accusation and human rights abuses in Ghana



Wining Moments: AAG voted the Best NGO by the Prestigious CIMG



THE OFFICIAL CLOSURE OF THE BONYASI ALLEGED WITCHES CAMP WAS DONE BY HON. NANA OYE LITHUR ON 15TH DECEMBER, 2014



Declaring our commitment to adequate educational infrastructure

Closure of the Bonyasi Witch Camp - A milestone in our women's rights and advocacy work



A resource centre to train 1000 young women under the Young Urban Women Livelihood and Live Choices Project

Under the column name 'Development in Action', AAG maintains a weekly column in the fourth largest circulating newspaper in Ghana. Here, staff of AAG share development interventions in their thematic areas and our strategic mandate.



ActionAid Ghana is an Affiliate of ActionAid, an international anti-poverty development agency working in over 46 countries to promote human rights for all and defeat poverty and injustice.

We work with the poorest and most deprived people in Africa, Asia, Latin America, and in disadvantaged and marginalised communities around the world.

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