

OUR PARTNERS IN GHANA

Abantu for Development
Integrated Social Development Centre
(ISODEC)
Institute for Democratic Governance (IDEG)
West Africa Network for Peace Building –
Ghana (WANEP-Ghana)
Ghana Trade and Livelihoods Coalition
(GTLC)
SEND Ghana
Northern Presbytery Agricultural Services
(NPAS)
Chartered Institute of Taxation – Ghana
(CIT-G)
Youth Harvest Foundation (YHF)
Ghana Integrity Initiative (GII)
Ghana Association of Women
Entrepreneurs (GAWE)
Coalition for the Advancement of Organic
Farming (CAOF)
Concern Universal
VSO
Friends of the Earth
Kumasi Institute for Technology, Energy
and Environment (KITE)
Christian Council of Ghana (CCG)
Ghana ACT forum

CONTACT US

**For more information on Christian Aid
Ghana please contact us.**

Christian Aid Ghana

42 Osu Badu Street
Airport West
Accra, Ghana

T: +233 302 773740

E: ghana-info@christian-aid.org

W: christianaid.org.uk/ghana

Front-cover photo: Women gather for a meeting in the village square of Jeffisi community, in the Upper West region of northern Ghana. SEND Ghana is working with elders, parents and teachers here to improve the government-led School Feeding Programme.

Christian Aid/Sarah Filbey

Christian Aid is a member of the

actalliance

Christian Aid is a member of ACT – an alliance of more than 130 churches and related organisations that work together in humanitarian assistance, advocacy and development – giving us the ability to respond quickly and easily to emergencies the world over.



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PARTNERSHIP FOR CHANGE CHRISTIAN AID GHANA

Strategy 2012–17

POVERTY





Christian Aid/Antoinette Powell

It is clear to us that poverty can be eradicated only through helping people secure power to help themselves

WHO WE ARE, WHAT WE DO

Christian Aid is an international organisation that insists the world can and must be swiftly changed to one where everyone can live a full life, free from poverty.

We work globally for profound change that eradicates the causes of poverty, striving to achieve equality, dignity and freedom for all, regardless of faith or nationality. We are part of a wider movement for social justice.

We have an integrated approach to poverty eradication, working worldwide on humanitarian relief, long-term development, specific advocacy issues and campaigns to expose the scandal of poverty by challenging and changing systems and institutions that favour the rich and powerful over the poor and marginalised.

From Afghanistan to Zimbabwe, Christian Aid works in some of the world's poorest communities, supporting projects on the basis of need, not religion, ethnicity or nationality.

We work with, and through, partners – organisations rooted in communities who understand what is required to lift women, men and children out of poverty – including civil society organisations (CSOs), research institutions, churches, faith groups and social movements, as well as governments, the private sector and non-governmental organisations (NGOs).

In 2011/12, Christian Aid gave grants to 578 partner organisations across Africa, Asia and the Middle East and Latin America and the Caribbean. Our total income was £95.5m (GH¢281m), including £36.7m (GH¢108m) in funding from governments and other institutions.

OUR GLOBAL STRATEGY

At Christian Aid, we believe human action is responsible for the underlying causes of poverty and that when people work together, the world can be changed. This thinking has framed our new corporate strategy, *Partnership for Change*.

We believe that at the root of poverty is a lack of power – the power to have your say and be heard, or to know your rights and demand them. It is clear to us that poverty can be eradicated only through working with people to secure power to help themselves. Christian Aid has identified five areas on which to focus our work:

- 1. Power to change institutions**
We want to see all people having the power to influence institutions – so that the decisions and actions affecting their lives are made responsible and fair.
- 2. The right to essential services**
We want to see all people able to fulfil their right to access the services essential for a healthy, secure life.
- 3. Fair shares in a constrained world**
We want to see all people have a fair and sustainable share of the world's resources.
- 4. Equality for all**
We want to see a more inclusive world where identity – gender, ethnicity, caste, religion, class and sexual orientation – is no longer a barrier to equal treatment.
- 5. Tackling violence and building peace**
We want to see vulnerable people protected from violence and living in peace.

Our new strategy for Ghana is closely aligned with *Partnership for Change*.

BRIDGING THE GAP

Since Ghana gained its independence in 1957, there has been both political instability and democracy, economic growth and decline. Since 1992, Ghana has had smooth transitions of political power through elections generally considered free and fair.

Poverty in Ghana steadily declined from 36.2 per cent in 1991/92 to 18.2 per cent in 2005/06. But this decline has not spread evenly across the country or social sectors. More than half of those facing extreme poverty live in the rural savannah belt of northern Ghana, which has less than a fifth of the total population. And the development gap between the north and south is getting worse. A World Bank study in 2011 showed that, while southern Ghana saw 2.5 million people rise out of poverty between 1992 and 2006, the number of poor people in the northern part of the country increased by nearly a million over the same period.

Since 2010, Ghana has been classified by the World Bank as a lower middle income country, largely as a result of the discovery of crude oil. But the country is yet to harness the potential of its abundant natural resources to drive sustainable and equitable development. There are concerns about the lack of transparent and accountable management of contracts and revenues, overdependence on oil at the expense of other sustainable revenue sources such as tax and the possible neglect of agriculture.

Agriculture plays a major role in Ghana's economy, currently contributing 28.3 per cent of its GDP. Of its 24 million people, 41 per cent are involved in farming and, in particular, subsistence farming. Surveys show that 46 per cent of the poor depend on growing food crops for their livelihoods; women smallholder farmers make up a large part of this group. Most farming families experience food insecurity for a number of reasons, including lack of access to markets. Agriculture in Ghana is largely rain-fed and labour intensive, leading to gluts and low prices during harvest season and scarcity and high prices at other times of the year.

Although democracy in Ghana is working well – the country was ranked seventh out of 53 countries in the 2011 Mo Ibrahim Index of African Governance – the structures that exist to deepen democracy at the grassroots level are weak and inefficient. District assemblies and their subcommittees, the main structures meant to ensure the participation of citizens in governance and promotion of accountability of public office holders, remain largely ineffective and inefficient. The structures work, but not to the expected levels. Women, youth and minority groups continue to be excluded. Out of a total of 17,315 candidates who contested the 2010 local-level elections, only 412 women were elected. The current parliament has just 29 women, representing 11 per cent of the house.

All of these factors mean that decision-making power remains in the hands of political elites and the development agenda is shaped by a select few.



Most farming families experience food insecurity for a number of reasons, including lack of access to markets

Christian Aid/Antonette Powell



Christian Aid/Antonette Powell



Christian Aid/Antonietta Povolli

Our vision is an open, transparent and peaceful Ghana that responds to people's needs and rights, cares for the environment and where women and men achieve their full potential

CHRISTIAN AID IN GHANA

Christian Aid Ghana is working for transformational change that significantly improves the lives of poor and marginalised men and women and brings about a fair and just society. Through strategic partnerships, we provide resources and technical capacity to support the delivery of programmes that enable active citizenship and social mobilisation, economic empowerment and participation in policy making and monitoring in Ghana.

Our work in Ghana can be traced back to the drought of 1983 when emergency relief and livelihoods development work were central to the programme. By 2000, our focus was mainly on HIV and livelihoods development. Since 2003, we have moved towards more structural approaches, focusing on conflict management and peace building, rights-based advocacy, tax justice and gender equality.

Christian Aid Ghana works through a partnership model, based on shared vision and values, which ensures that local partners and CSOs are in the front line between us, as an international NGO, and communities. Our robust portfolio of partners, made up of a mixture of religious and secular organisations, networks and coalitions, are our strongest allies in the fight against poverty. We have a strong focus on policy advocacy and monitoring, pro-poor policy analysis, and organisational development of partners. We have a good track record of working through strategic partners who deliver at scale and speed and of supporting the growth of movements, networks and coalitions to promote transparency, accountability and pro-poor development.

Our programme has a strong commitment to gender, power and social inclusion informed by our recent gender audit, the results of our gender impact evaluation, and driven by a dedicated gender focal person and team.

We have developed policy capacity in tax and governance and continue to support the uptake of a tax justice campaign in Ghana with links to international networks.

Christian Aid Ghana continues to build on our strength of supporting new movements for change but with a stronger focus on the market access sectors in our role as facilitators and agents of change. We see a strong link between our policy advocacy work and supporting food crop farmers to engage knowledgeably in the market chain and increase their economic benefits. We see this area of our programme growing over the next five years.

We are a strong, multi-skilled, resourced programme team dedicated to ensuring the link between policy and programming is rooted in poor people's perspectives and able to raise and manage funding from institutional donors.

The international community sees Ghana as doing relatively well compared to other African countries. Although this is true, the overall figures continue to mask large-scale challenges and inequality. Christian Aid Ghana will position itself as an innovative development organisation as a way of increasing our resource base. As funding for Ghana increasingly goes to local organisations, we will support our partners and strengthen them organisationally so they are better able to bid for institutional donor grants.

As Ghana's democracy is consolidated and as local civil society capacity is strengthened, we increasingly see ourselves withdrawing to be facilitators and technical advisers, supporting a self-sustaining and economically active Ghanaian civil society.

OUR THEORY OF CHANGE



OUR NEW GHANA STRATEGY

We will support the deepening of democratic governance in Ghana, significantly improving citizens’ ability to speak out on issues of concern at all levels, shown by greater inclusion of marginalised men and women and efforts by duty bearers to engage the poor in decision making. This is in line with Christian Aid’s global strategic objective to empower people to change institutions.

We will work to ensure transparency and accountability around the provision of quality essential services by the state to its citizens, the fair allocation of resources and the ability to increasingly support this through domestically generated resources such as tax. We aim to support people’s rights to essential services and equality for all.

We will develop and facilitate the institutionalisation of structures and systems that make it possible for those previously excluded, especially women farmers, to access equitable markets. Through this we will contribute to creating new market opportunities for women and men to improve their livelihoods, and facilitate an increased and positive role for the private sector in getting the marginalised poor out of poverty. This responds to Christian Aid’s corporate strategic objective of fair shares in a constrained world.

We will ensure power analyses and gender-sensitive programming is the bedrock of our work.

Christian Aid will work with poor and marginalised communities, especially women, youths and small-scale food crop farmers. While our advocacy work has a national focus, our community-driven actions will mainly be in the three northern regions of Ghana. We will build and reinforce processes and roles poor people play in planning, delivering and evaluating our work, and ensure they have a voice and influence in all our programme efforts. We hope to see a ripple effect, with successful projects replicated and scaled-up by partners or other organisations in Ghana and elsewhere.

We will look for civil society partners that bring new ideas that will deepen the impact of our work. We will work with other organisations that share our strategic direction, including ACT Alliance members.

We will work with for-profit organisations that support business development skills for farmers and women to secure solutions to improve their negotiating power in the marketplace. We will seek relationships with the private sector to facilitate access to agricultural services and a fair market for the products of poor smallholder farmers.

Christian Aid Ghana will strengthen our partnerships with donors and philanthropists, ensuring that our supporters are up to date with the progress of our work and its impact.

Objective 1 – Strengthened democratic governance.

Citizens are empowered to participate effectively in decision making and demand accountability from increasingly responsive duty bearers.

Our actions:

- public policy research, analysis, monitoring and influencing
- civic education and awareness creation
- facilitation of a citizen-state interface
- capacity building of CSOs to advocate for full implementation of decentralisation policy
- building a stronger and vibrant local coalition on tax justice
- support for national women’s coalitions
- public campaigning, including advocacy and communications.

Our goals:

- citizens, especially marginalised groups, participate effectively in district development planning, monitoring and in national policy dialogue
- government decision-making processes and implementation at local and national level are more transparent, equitable and accountable
- increased transparency and fairness of local and international tax policy and best practice
- greater representation by women and girls in formal and informal decision-making structures.

Objective 2 – Market access for the poor.

Poor farmers are empowered and can access the services, assets and markets they need for a resilient livelihood.

Our actions:

- facilitate existing partners to increase their knowledge of and engagement with markets
- facilitate participatory market research and analysis
- form partnerships and build consortia to leverage market access resources
- build new partnerships with NGOs and the private sector to leverage market access
- develop farmers' business skills
- pilot business development models that ensure delivery of services and inputs to poor producers
- civic education and awareness creation
- integrate agricultural policy monitoring into policy advocacy
- support and contribute to global tax and food campaign.

Our goals:

- partner coalitions drive pro-poor systemic change in markets, which are analysed and evaluated using participatory approaches
- strengthened and inclusive market chains exist where marginalised actors, especially women, are informed, active and profitable in the marketplace
- national and international trade and agricultural policies and practice respond to the needs of small-scale food crop farmers and their communities, especially rural women farmers.

Objective 3 – Equal development for all.

Issues of women and other marginalised groups are effectively integrated into governance and economic policies.

Our actions:

- civic education and awareness creation
- support coalitions working to increase women's participation in decision making
- mentoring of young women and girls
- work through church structures to promote positive roles of men
- support policy monitoring and tracking of gender-sensitive programming.
- undertake systematic gender-sensitive monitoring and evaluation of all projects
- gender cross-learning through gender communities of practice.

Our goals:

- greater representation by women and marginalised groups in formal and informal decision-making structures
- gender-sensitive monitoring of all programmes.

