



Organizational Report | 2013 - 2014



**AFRICAN
DEVELOPMENT
PROGRAMME**



Message from the Board Chair

Another year has ended and African Development Programme continues to advance human-centred development in Ghana and beyond.

The organization in fulfillment of its mission of “*promoting human-centred development through integrated programmes targeted at rural and peri-urban communities*” undertook activities using its approaches of **Policy Engagements (PE); Training, Research, Advocacy & Practice (TRAP); and Direct Community Interventions (DCI)**.

Given the changing donor landscape, ADP has repositioned itself by creating a *Centre for Development Education (CEDE)* as a Unit within the organization to spearhead consultancy assignments and initiate creative ways of internally generated funds to support organizational activities.

An important milestone has been the opportunity to support the Food and Agriculture Organization of the United Nations (FAO) in its Reducing Rural Poverty initiative in Northern Ghana through series of technical assignments including a policy analysis and capacity needs assessment on the agric sector.

Also, ADP played host to the Israeli Ambassador to Ghana, **Her Excellency Sharon Bar-Li** when she and the Deputy Head of Mission paid a working visit to the organization in relation with ADP’s exploration of development cooperation with the Israeli-based development agency MASHAV.

While this organizational report covers a biennium (2013 – 2014), future reports will be yearly.

In 3 years time, ADP will mark its 25th Anniversary since its establishment. This milestone will offer the organization a fine opportunity to reposition, position and preposition itself as it contributes to national and global social development.

Thanks for reading,

Elizabeth Bommo Odei and Charles Abbey
Board Chair and Executive Director



Board leader in mission



Staff leader in mission

About African Development Programme

The African Development Programme (ADP) is a non-partisan and democratic civil society organization. As a social development think-tank, ADP was incorporated in 1993 to provide a range of quality services to enhance human-centered development in Ghana and Africa. [Registrar-General's Dept. No: 48000174 / Dept. of Social Welfare 534]. The organization is also registered with the USAID as a non-US private voluntary organization (No: L0738). ADP's mission is to promote human development through integrated development programmes targeted at rural and peri-urban communities.

The organizational objectives of African Development Programme are:

- To promote community mobilization, awareness, participation and skills development
- To promote NGO-Government relation through dialogue, advocacy and research to influence policy
- To network with other NGOs and stakeholders for effective and efficient utilization of limited resources, particularly public resources
- To encourage the use of dialogue for conflict prevention, management and resolution.
- To enhance the rights and status of women, children and youth in society through education awareness and mobilization.

The organization adopts a 3-pronged approach to the work it does. These are **Training, Research, Advocacy and Practice (TRAP); Policy Engagements (PE); and Direct Community Interventions (DCI)**. We believe that these strategies are mutually reinforcing and provide strong evidence / basis for pursuing sustainable development paths, boosts knowledge building and sharing, as well as facilitating delivery of development services.

Our two decades of results-oriented development activities in Ghana and across the sub-region covers rural and local economic development, social accountability, education, health, and PWDs. Gender, governance and social protection are cross-cutting themes.

ADP's programming philosophy is the rights-based approach to development. We seek to empower people to know and claim their rights and increase the ability and accountability of individuals and institutions that are responsible for respecting, protecting and fulfilling rights. This means giving people greater opportunities to participate in shaping the decisions that impact on their human rights. It also means increasing the ability of those with responsibility for fulfilling rights to recognize and know how to respect those rights, and make sure they can be held to account.



Policy Engagements (PE)

“ADP believes that since development is bottom-up and participatory, it is essential for policies that are crafted to respond to these issues. In this regard, ADP engages in policy formulation; policy reviews and analysis; participation in governmental / national policy discussion platforms (e.g. Sector Working Groups); and intergovernmental agencies (e.g. African Union, ECOWAS)”.

During the period under review, ADP offered constructive input into the policy cycle across its areas of work of **education, social protection, persons with disabilities and rural development**. Of key significance include the following:

- a. ADP, through its Head of Programs was a Member of the Experts Group that contributed to the development of a national school feeding policy. ADP made proposals for the conferment of automatic beneficiary status on ALL SPECIAL SCHOOLS (schools for the deaf, blind and intellectually disabled) which gained support and inclusion in the policy document. This stemmed from its work with the Special Schools earlier in the year.
- b. The organization participated actively in the **reconstituted Social Protection Sector Working Group** meetings (held once every three months) jointly chaired by UNICEF-Ghana and the Ministry of Gender, Children and Social Protection. This working group is a cross-section of development partners, civil society organizations and Ministries, Departments and Agencies (MDAs) undertaking social protection interventions for effective planning, coordination and harmonization of activities for desired impact in Ghana.
- c. The Food and Agriculture Organization of the United Nations (FAO) **engaged ADP to undertake a policy review and analysis of 34-agricultural related policies and programmes in Ghana as part of its Reducing Rural Poverty Initiative in Northern Ghana**. The review, which began in October 2013, covered a period of six (6) months and focused on the Northern Region and West Gonja District. The review is assisting FAO in its poverty reduction project in Northern Ghana in the areas of decent rural employment, rural institutions and peoples’ empowerment, and social protection. The study forms part of a wider capacity development and research component of the project that ADP is executing for the FAO.
- d. Participated in the maiden **National Social Protection Conference** organized by the Ministry of Gender, Children and Social Protection to generate stakeholder ideas and build consensus on Ghana’s efforts towards providing social protection for all.
- e. ADP joined the Ghana Monitoring and Evaluation Forum in stakeholder dialogues and engagement on **using Monitoring & Evaluation as a critical tool in the success of social protection in general and social interventions** in particular.



ADP will continue to serve as a critical voice and source of expert knowledge on social development issues in Ghana and beyond in its areas of operations. We believe our active involvement with local communities through direct community interventions provides us with solid knowledge and learning to support the crafting of policies that respond to the needs of the communities these policies seek to serve.



Training, Research, Advocacy & Practice (TRAP)

*“Knowledge is power. But knowledge built on rigorously applied sound principles and methods of inquiry provides concrete and tested ideas for solving development challenges. In this respect, ADP actively undertakes **organizational-driven researches** on issues relevant to our areas of operation. The organization also receives requests from local and central governments, development agencies, private sector businesses actively engaged in corporate social interventions, and*

analogous institutions to undertake research assignments or commissioned studies.

*Information obtained from such researches and studies (baseline surveys, impact studies, needs assessment, M&E) underpin ADPs advocacy efforts to influence policies, decision-making and actions of duty bearers. Furthermore, such knowledge resulting from the various studies guide the design and delivery of **tailor-made trainings** for corporate bodies, governmental agencies and civil society organizations”*

In line with this approach towards its work, ADP in fulfillment of its organizational objectives carried out several activities that not only imparted knowledge, but also generated evidence to support its advocacy work for children, persons with disabilities and vulnerable groups. The period under review showed:

- a. **Capacity-Building and Sensitization for Media on Social Protection** was organized in June 2014 for 25 media personnel from the print and electronic across the country. The theme was “*The Emergence of Social Protection on the Development Agenda: The Role of the Media*”. Follow-up initiatives are envisaged towards deepening media knowledge, reportage and inquiries into social protection issues in Ghana.
- b. **Livelihood Empowerment Against Poverty (LEAP) Beneficiary Surveys** – 2 rounds of beneficiary assessment studies were done in January and May 2014 to ascertain satisfaction levels and service delivery standards / gaps in Greater Accra and Ashanti Regions (Ga East and Amansie West Districts). These were useful in grounding ADP’s advocacy and contributions on improving LEAP at Social Protection Sector Working Group Meetings.
- c. **Media Advocacy on the Millennium Development Goals** – In-studio discussions (3 sessions) were held with a local radio station *Pink 96.9 FM* on Ghana’s progress towards achieving the MDGs as a way of sharing information with the public and influencing public policy discussions within the context of developing a new medium-term development plan for the country (Ghana Shared Growth and Development Agenda – GSGDA II).
- d. **Media Engagement on Key Social Development Issues in Ghana** – from issues of delays in payment to caterers on the school feeding programme, to neglect of Special Schools in Ghana, Government’s social development commitments and women empowerment, ADP provided expertise to several radio, television and newspaper entities across the country to contribute to informed discussions on the subject matters.
- e. **Garden City Special School Needs Assessment** – as the only school for the *Intellectually Disabled in Ghana*, ADP undertook this educational needs assessment of this school in Kumasi, Ashanti Region to enable the organization lead support and fundraising for the school.

Direct Community Interventions (DCI)

“Central and local governments have the first-line of duty in providing essential services to communities in need of development. However, there are times the reach of these services excludes and marginalizes key groups such as older persons, women, persons with disabilities and children. ADP believes in assisting such communities through the means of helping them identify / prioritize development needs; providing linkages with institutions / persons endowed with resources to support such communities; or working in partnership with such communities to secure external support to resolve the development challenge”

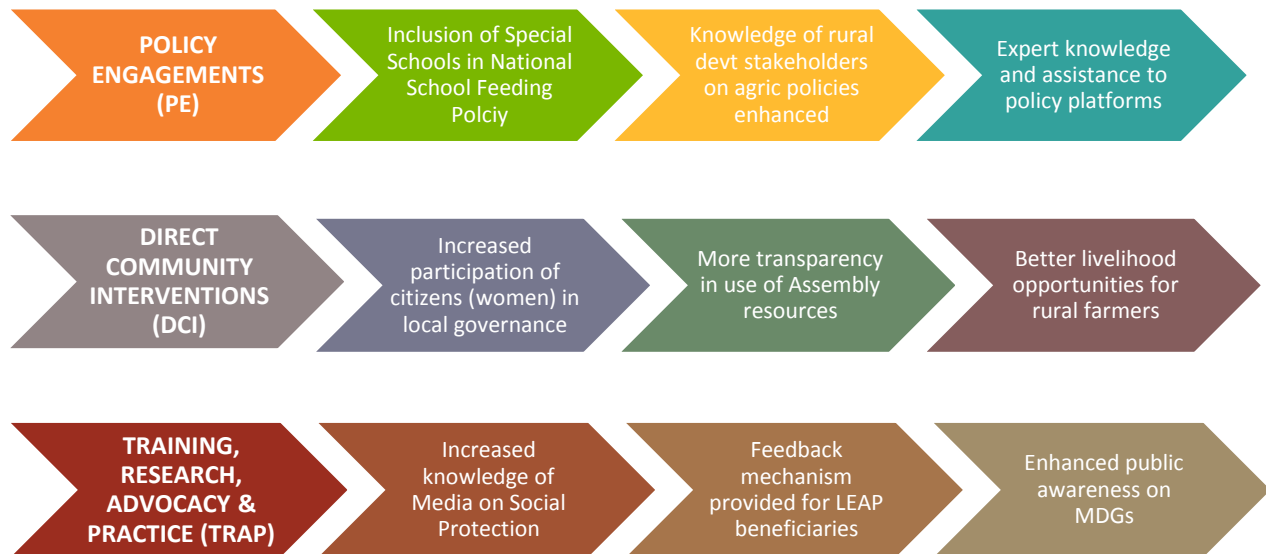
Cognizant of the needs of communities viz-a-viz national and local government’s ability to meet them all, ADP in support to and with support from other civil society organizations and development partners undertook some community projects. Amongst these were:

- a. **Social Public Expenditure and Financial Accountability (SPEFA) in Ga East** – the SPEFA project, a component of Ghana’s Local Government Capacity Support Project, empowers citizens groups in district assemblies to understand the public financial management processes so as to enhance service delivery and increase demand for accountability of financial resources. ADP undertook series of learning forums and facilitated town hall meetings (reaching approximately 1000 persons who are representatives of various citizens groups). This has contributed to increased citizens’ participation in local development processes in Ga East Assembly.
- b. **Strengthening Women Participation in Local Governance in Mfantseman West and Cape Coast** – in support to Gender Centre for Empowering Development (GenCED, a local organization), ADP facilitated this project within these districts to equip women and women leaders’ with leadership skills working knowledge of the district assembly and decentralization to strengthen women’s participation in local governance. A total of 50 women benefitted from the project with a quarter of them putting themselves up for the district level elections in Ghana to serve as area representatives and councilors.
- c. **Reducing Rural Poverty in West Gonja District** – an FAO initiated project in Ghana that uses *cassava value chain* as an entry strategy to reduce rural poverty in Northern Ghana, ADP has been engaged since 2013 to undertake a number of activities within the capacity development and research component as a means of *“strengthening the capacities of Government agencies to formulate and implement integrated and equitable poverty reduction policies and programmes in the agricultural sector”* as well as *“relevant rural development stakeholders having access to and are able to use up-to date knowledge and information related to an inclusive and integrated approach to poverty reduction”*.
- d. **2014 International Day of the Girl Child Observation** – ADP joined the Action AID Tamale Office and Northern Network for Education and Development to mark the UN Day to drive home the need to increase support for girl-child educational financing especially in underserved areas in Ghana. The event attracted several hundreds of girls (both school and non-school going) to the Tamale Sports Stadium during the day’s commemoration.



Program Impacts and Contribution to Social Development

The organization within the period under review has contributed modestly towards the social development landscape in Ghana. For example, through ADP's advocacy and work with Special Schools, a policy recommendation for automatic beneficiary status has been conferred on all special schools in Ghana under the National School feeding Policy developed in 2014. The charts below highlights the summary of ADP's work around its work approaches of policy engagements, direct community interventions, and training, research, advocacy and practice.

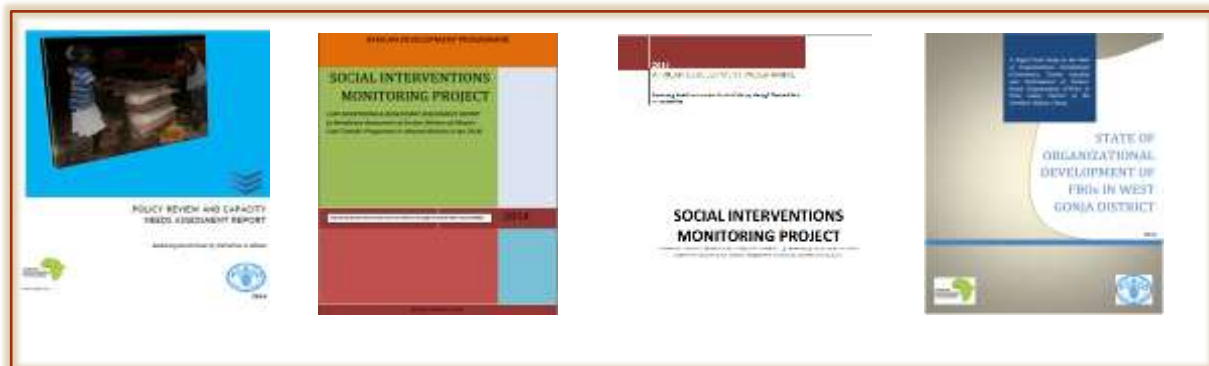


ADP's work in Ga East under the SPEFA has deepened the Assembly's engagement with citizens groups on public financial management processes to deepen local governance and enhance service delivery.

The conduct of the two rounds of beneficiary surveys under the nation's cash transfer programme (LEAP), provided beneficiaries a mechanism to provide feedback to implementers in order to better enhance the achievement of programme objectives.

Given ADP's increasing role as a key social development civil society organization and think tank in Ghana, further organizational support by development partners and institutions in the areas of financial support and technical / logistical assistance would enhance its contribution as well as expand its sphere of influence.

Sample of ADP's Publications. Available @ <http://adpgh.org/reports/>



Organizational Governance and Administration

ADP's governance arrangement remained as it is in its constitution. The 5-member Board of Trustees continued to provide strategic direction to the organization. During the period under review, the regular meetings of the Board were organized with a replacement of Mr. Paul Rockson Nkrumah by *Mrs. Janet Agyare-Twum*. A retired educationist with a passion for child care and persons with disabilities, she brings on board a wealth of experience spanning careers in education and business for over 35 years.

Under the leadership of the Executive Director, staff development was consistent with organizational values of continual learning and improvement. The Head of Programs successfully completed a postgraduate program in Development Management and Head of Finance earning a qualifying certificate as a Chartered Accountant.

Two (2) new Field Assistants were recruited to join the Programs Department. Messrs.' David Boateng and Kwadwo Dickson are both first degree holders in Economics/Entrepreneurship and Integrated Community Development respectively.

To enhance its development communication and relations with the outside world whilst strengthening its interface with stakeholders and partners, ADP redesigned its website. This was in addition to the publication of quarterly e-newsletters to share information on ADP activities and news from the social development world.



Resources and Financial Management

Shown below are a summary of a biennial Income Statement and Statement of Changes in Equity for African Development Programme.

Approximately 60% of all incomes are expended on ADP's program areas. Administrative expenses make up close to 25% of expenditure. In effect a quarter of income is spent on all administrative matters (staff salaries organizational overheads and the rest).

Statement of Equity Changes (in GHcedis)

	2014	2013
Bal @1/1	4,365	16,245
Total Income		
Surplus / (Deficit)	18,865	(11,880)
Balance @31/12	23,230	4,365

Income Statement Summary (in GHcedis)

Income (grants/donations)		255,360
Prog. Expenses	147,990	
Admin Expenses	62,530	
Fees / Charges	4,112	214,632
Surplus (Deficit)		40,728

Strategy Information

The funds from the consultancy assignment represented the most significant inflow for ADP's organizational work during the period under review. It is hoped that with a more vibrant and revised business and fundraising strategy, ADP can preposition itself towards becoming partially self-financing. The picture would have been different if the organization had been successful with its project proposal

requests for funding to the USAID-funded Local Governance and Decentralization Program (LOGODEP) and the UK-Department for International Development (DFID).

This Work Needs Your Help: Wish Lists / Support Required

Your Donation is More Important than ever BEFORE

To strengthen its work in the area of training and knowledge-dissemination, an in-house training room equipped with relevant ICT systems for at least twenty-five (25) persons is needed for ADP's work. This also requires appropriate conference tables and chairs to seat trainees.

An efficient cross-country vehicle to replace the Ford Aerostar donated by the USAID in 1997 to the organization would be extremely valuable for ADP's community projects.

Donations by mail may be made to (physical address): **Ghana Industrial and Commercial Estates Ltd (GICEL), Block A10 Rooms 16-17, Weija (same premises with the Driver and Vehicle Licensing Authority), off the Mallam-Kasoa Highway, Ghana.**



Looking Forward in 2015

African Development Programme looks forward to 2015 with bright prospects for achieving organizational mandate. Specifically, in:

Finance: We expect to increase funding by 5% through online donations, constantly improve upon internal controls and systems and subject organizational activities to value for money audits.

Programs: We have received 2 new assignments from a UN agency in the area of **Training, Research and Advocacy** to deepen the research-practice praxis. Furthermore, a well-structured Volunteer Program for International Students / foreigners have been activated to provide hands-on experience and learning for these *DevCorps*. There will be an increased drive in securing consultancy assignments specific to ADP's area of operations through networking and responding to expression of interests (Eols).

Strengthening Networks and Building New Partnerships: The organization will join networks / coalitions in the areas of ADP work to deepen peer learning and knowledge development. Strategic partnerships will be explored with international and local organizations to create synergies for program success and achievement of organizational objectives.

Organizational Development: A Senior Fellows program has been launched to provide high-level professionals with the opportunity to affiliate with a pan-Africa think-tank by deploying their skills and expertise to groom our Research Fellows.

Auditor

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Banker

Societe-Generale (SG Ghana), Osu Branch

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