

# **CENTRE FOR ACTIVE LEARNING AND INTEGRATED DEVELOPMENT**



**CALID**

**STRATEGY PLAN**

**2021 – 2030**

**Linking Development with Social  
Enterprise for Sustainable Development**



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## LIST OF ACRONYMS

ABANTU	An NGO
ACEP	Africa Centre for Energy Policy
ActionAid	An NGO
BECE	Basic Education Certificate Examination
CALID	Centre for Active Learning and Integrated Development
CDWs	Community Development Workers
CHPS	Community Based Health Planning System
CHRAJ	Commission on Human Rights and Administrative Justice
CHOICE	An NGO
COVID-19	Corona Virus Disease that broke out in 2019
CSO	Civil Society Organisation
DAs	District Assemblies
DANIDA	Danish International Development Agency
DfID	Department for International Development
EU	European Union
FCDO	Foreign, Commonwealth Development Office
FCUBE	Free Compulsory Universal Basic Education
FOSDA	Foundation for Security and Development in Africa
FSHS	Free Senior High School
GAR	Greater Accra Region
GDP	Gross Domestic Product
GER	Gross Enrolment Rate
GES	Ghana Education Service
GNECC	Ghana National Education Campaign Coalition
GiZ	Germany Development Corporation
HR	Human Resources
IDEG	Institute for Democratic Governance
IEA	Institute for Economic Affairs
IFC	International Finance Corporation
IMF	International Monetary Fund
JHS	Junior High School
JICA	Japan International Cooperation Agency
KG	Kindergarten
MPs	Members of Parliament
Nabco	Nation Builders Corps
NER	Net Enrolment Rate
NEIP	National Entrepreneurial and Innovation Programme
NGO	Non-Governmental Organisation
NHIS	National Health Insurance Scheme
NORSAAC	An NGO
NR	Northern Region

Oxfam	An NGO
ProNet	An NGO
PTA	Parent-Teacher Association
SMC	School Management Committee
STK	Sawla Tuna Kalba
TVET	Technical Vocational Education and Training
USAID	United States Agency for International Development
UN	United Nations
UWR	Upper West Region
VSLAs	Village Savings and Loan Associations
WHO	World Health Organisation
YEP	Youth Employment Programme,

## **Where we are coming from!**

On April 04, 2001 a Non-Governmental, Non-profit and Non-Partisan organisation was formed and named the Centre for Active Learning and Integrated Development (**CALID**) after four Community Development Workers (CDWs) formally of ActionAid Ghana came together to get this idea materialized. CALID has since been working in **Ghana** as a national NGO aimed at seeing a just society with equal opportunities and equitable distribution of public services, especially for young women and young men. The idea mainly is to address issues of marginalization, exclusion and challenges confronting Northern Ghana. CALID as an integrated organization initially focused on; Education, Governance, Agriculture and Food Security, Water, Sanitation and Health, Saving and Credit and Peace and Conflict Management.

Development has changed overtime so CALID still commits to the promotion of quality life for the poor and marginalized in society particularly girls, women, children and persons with disabilities. We do this through influencing change, and through advocacy in these primary focus areas: Education, Governance and Health with improved livelihoods as a cutting edge.

CALID has over the years developed two very important strategic plans since 2006. This strategy outlines the specific areas we will focus on, in the coming years as our modest contribution to achieving a just society. As an influencing organization, our commitment and approach will still be to work alongside the youth, young women, Queen Mothers, SMCs and other citizen groups. We will work more with established networks of these groups at regional, district and community levels. CALID will also work with other like-minded CSOs and partners in getting some of the development challenges changed.

**Coleman Agyeyomah,**  
**Board Chairman -CALID**

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**Mohammed Awal Sumani Bapio,**  
**Executive Director -CALID**

## **EXECUTIVE SUMMARY**

### **The Plan Development Process**

CALID has developed two strategic plans since its establishment in 2001. This plan is the third of its kind. To develop this plan, CALID commissioned an analysis of the current Ghana context and a programme review to learn lessons from the previous 10-year plan. The review saw discussions with CALID staff, Board, organisations like ActionAid and Oxfam which funded the organisation, and the groups CALID worked with. The evaluator met with representatives of; SMC/PTA, youth groups and young women the organisation had worked with over the years and had frank discussions with them. There were field visits to meet community-based stakeholders. The reports on the review and the analysis of the context informed the choices that CALID and its stakeholders made for this strategic plan. The choices included sectors to cover, broad changes in each sector CALID should aim at contributing to, and more specifically, the intermediate changes CALID should make. The discussions also included how the organisation should aim to achieve the changes.

### **Lessons from the 2011 – 2020 Strategic Plan**

The review observed that over the 10 years, CALID used a combination of strategies to deliver its programmes. These included the establishment of partnerships with stakeholders such as: youth groups, School Management Committees, Parent-Teacher Associations and training for collaborators in a variety of skills areas. It also included the use of scorecards to assess situations, build the ability of stakeholders to engage in critical analysis and to engage without confrontation using evidence as the basis for engagement. Other strategies used were: duty-bearers and citizens' interfaces, partnering with the media and employing social media extensively to raise awareness of wrongdoing and to inform rights holders. We worked with state-owned institutions such as the Commission on Human Rights and Administrative Justice (CHRAJ) which supported our advocacy and legal/investigative work. CALID also worked with young women and girls to build their capacity to be assertive, know and demand their rights and generally be able to make informed decisions about themselves and their future. We supported the youth and collaborated with the media to monitor undesirable situations and activities promoting peace. CALID made significant gains in three of the four sectors in which it worked, with little gains in the Livelihoods objective due to funding constraints.

### **Analysis of the Current Ghana Context**

The report of the analysis showed that over the past 20 years, Ghana's economy has improved in various sectors, including the economy, education, health, poverty levels, agriculture and the status of women. The main issue in this improvement is the unequal distribution among the regions. While there has been a significant increase in the number of doctors, bringing the doctor-population ratio down from 1:9,700 in 2013 to 1:7,300 in 2017, the regional distribution of doctors is not fair. For instance, the Greater Accra has a ratio of over 3,000 to one doctor while the Northern Region has a population of over 11,000 to one doctor.

It is the same with education where there has been an increase in the number of schools, enrolment, and availability of trained teachers. There is gender parity in enrolment at the basic level but still not at the higher levels. Some regions lag behind others in the distribution of specially trained teachers: such that, while the national trained teacher to pupil ratio is 1:33, the ratio for the

Northern Region is 1:41. While the enrolment rate for primary schools at the national level is 71% it is only 66% for the Northern Region and even less for the Upper West: 65%. This inequitable distribution shows in the pass rate at the Basic Education Certificate Examination level where the performance of students in the regions of Northern Ghana is worse than the case of other regions.

### **The 2021 – 2030 Strategic Plan.**

This is a five-year strategic plan, from 2021 to 2030. CALID will still work in three regions in Northern Ghana; Northern, North East and Savannah Regions as these are still among the least developed and most disadvantaged in Ghana. The approach will be to work with marginalized, disadvantaged or vulnerable groups, building their knowledge and capacity to demand and enjoy their rights. It will continue to develop interventions in Health, Education and Governance, as these are the areas of most development needs in the said regions. Under this strategic plan, CALID will step up its advocacy work and link development issues from the three regions to the national development dialogue.

### **Monitoring, Evaluation and Learning**

CALID will seek to gather relevant information and store it appropriately for easy accessibility and shared in a way that is easily understood and useful to all stakeholders. CALID will agree on responsibilities for data/information gathering and storing information. CALID and stakeholders will agree on what information to be gathered quarterly and on which progress report will be presented/submitted.

### **Fundraising and Visibility**

CALID shall aim to increase its visibility and be better known within Northern Ghana and beyond. It will do this through a diversity of strategies including running an up-to-date website, sharing a brochure on its work, sharing reports beyond partners and extensive use of the media. CALID will share its reports beyond immediate stakeholders. CALID will strengthen its relationship with the press and seek to be more involved in radio discussions on topical issues.

### **Human Resources**

CALID will continue to be headed by an Executive Director with the support of a Head of Programmes and Policy Campaigns and a Finance and Administration Manager. The Executive Director will have overall responsibility for the organisation including recruiting staff, judicious use of resources and overall accountability to stakeholders.

### **Risk Analysis**

Risks during the period identified include election violence in 2024 elections spilling over into the plan period, another wave of the COVID-19 resulting in another lockdown for a long time, high staff turnover and conflict in the operational areas among others. The probability of each risk occurring and their potential impact are also assessed and mitigating measures are proposed.



## 1.0 INTRODUCTION AND PLAN DEVELOPMENT PROCESS

CALID was established in 2001 as a civil society organisation. It developed its first strategic plan in 2006. This was a five-year strategic plan covering the period from 2006 to 2010. At the end of that plan, CALID developed its second strategic plan, a ten-year plan that covered the period 2011 to 2020. Under that strategic plan, CALID chose to work in four sectors, viz; Education, Governance, Health, and Livelihoods. It successfully carried out activities in pursuit of its objectives in Health, Education and Governance. Unfortunately, fund flow and partner interest limited activities in the Livelihoods sector.

CALID chose to focus its activities in the then Northern Region, now split into the Northern, North East and Savannah Regions.



*Board Chair of CALID addressing stakeholders at the development of the strategy plan*

In the middle of 2020, CALID initiated the process to develop a follow-up strategic plan, conducting a contextual analysis and a review of the performance of the organisation over the previous ten years. The review saw discussions with CALID staff, Board, organisations such as ActionAid and Oxfam which funded the organisation, and other groups CALID worked with. Representatives of SMC/PTA, members of youth groups and some of the young women CALID had worked with met with the evaluator and had frank discussions. The evaluator met staff of a CHPS compound Nyologu in the Savelugu Municipal and met with Community Development Monitors in Nalerigu.

CALID shared the reports on the review and the analysis of the context with its stakeholders. Based on the report of the contextual analysis and lessons from the review process, CALID and its stakeholders met for a full day to make strategic choices, some based on recommendations that came from different stakeholders during the review process, on the way forward. These choices included sectors to cover, broad changes in each sector CALID should aim to contribute to and

more specifically, intermediate changes CALID should aim to make. The discussions also included how the organisation should aim to achieve the changes. The outcome fed the contents of this document.



*Chals Wontewe, the Consultant leading the discussions*

## 2.0 SUMMARY OF LESSONS FROM REVIEW OF 2011 – 2020 STRATEGIC PLAN

Between 2011 and 2020, CALID used a combination of strategies to deliver its programmes. Key among them were the establishment of partnerships with stakeholders such as youth groups, School Management Committees and Parent-Teacher Associations. Where there were no previous structures, such as under the Governance programme where there was the need to prepare communities to influence the allocation of funds by the District Assemblies (DAs) and to monitor the implementation of projects in the communities, CALID deliberately worked with the communities to select members to form committees to liaise with the DAs on issues.



*Honourable Mariam Yakubu - Gushegu Peace Committee Presenting Outcomes of their Work*

Next, CALID provided training to its collaborators in a variety of skill areas. These included the use of scorecards to assess situations, building the ability of stakeholders to engage in critical analysis and engage without confrontation using evidence as the basis for engagement. CALID shared information with partners and created duty-bearers and citizens' interfaces. It partnered with the media and used social media extensively to raise awareness of wrongdoing and to inform rights holders. It facilitated the formation of networks for joint advocacy efforts and used legal/investigative authorities such as the Commission on Human Rights and Administrative Justice (CHRAJ) to enforce action in support of weak rights holders.

CALID also worked with women and young girls to build their capacity to be assertive, know and demand their rights and generally be able to make informed decisions about themselves and their future. It supported the Old Students Association of the Sawla Girls Model JHS to acquire skills, build their confidence and take up advocacy on behalf of girls and on behalf of their former school. It supported and strengthened the League of Youth Associations and the media to monitor the delivery of services in health facilities in Tamale, exposing practices of charging unauthorised



fees, especially without receipts. It also advocated for increased access to health services in rural communities through resourcing Community Based Health Planning Services (CHPS) compounds in communities in seven districts.

As development and the enjoyment of rights can only take place in a context of peace, CALID worked with peers and district structures to promote peace, especially peaceful elections, in selected flashpoints in the regions. As a result of CALID's effort, the following were among the achievements in the respective sectors.

## **2.1 EDUCATION**

In Education, the following were some of the achievements made:

1. SMC/PTA Networks were empowered to draw the attention of stakeholders in education to poor academic performance of students based on evidence shared in various engagements.
2. Executives of SMC Networks in Northern and Savannah Regions monitored schools as a result, advocated for improved availability of teaching and learning materials as well as infrastructure, including furniture.
3. Sawla-Tuna Kalba (STK) District Assembly has committed itself to investing in girls' education by empowering them.
4. There has been improved attendance and punctuality of teachers in basic schools due to improved monitoring.



*Traditional leaders assessing the performance of education at a Regional Forum*

5. STK budgeted for support to GES Circuit Supervisors in the district with fuel in its 2020 budget to enable them effectively monitor teaching and learning in basic schools while

Sagnarigu Municipal Assembly provided GES with a drum of fuel. The Tamale Metropolitan Assembly also provided fuel to GES and the Members of Parliament (MPs) donated motorbikes.

6. Community participation in school management, including monitoring of teachers has increased. Many communities now feel a sense of ownership of the schools in their communities.

Again, as in the case of Health, more is needed to be done including:

1. One key objective of the Education sector was to increase enrolment and improve retention, especially of girls. There was little evidence of progress on this.
2. The SMC/PTA networks could have been expanded to cover more districts as their role was important beyond Tamale, Sagnarigu and Sawla-Tuna-Kalba. A region-wide network could have been an instrument for advocacy on issues that are regional in scope
3. The networks have been limited by focusing on addressing single issues. The networks can use their analytical skills to proactively and continuously identify issues affecting education in the region and which CALID can then liaise with other stakeholders to take up these issues, thus feeding Northern development issues into the national agenda. They could also have been made to be proactive rather than reactive, waiting for others to bring up issues for their action.
4. CALID could have developed more clout on issues affecting the whole of Northern Ghana by linking with other actors in the Northern Region or the whole of Northern Ghana



*Girls on Excursion to Bui Dam and Mole Game as Part of Girls Clinic Organized*



## 2.2 GOVERNANCE

In Governance, CALID's work has impacted young women, the youth and whole communities.



*Citizens of North East Region interacting with the Regional Minister*

Achievements have included:

1. Young women felt empowered through CALID's interventions. In the Bole district, for instance, young women stepped in to prevent their peers from being withdrawn from school and given out in marriage. The activities in Tamale and Sagnarigu also enabled young women to network with peers and more experienced women, learnt how to say no firmly to approaches for sex. Former students of the Sawla Girls' Model JHS influenced the DA to support their former school while they educated parents to support girls' education.
2. CALID enabled young women to be confident, resourceful and to make informed choices, especially on career development, and built confidence in themselves to engage others, especially parents and people in authority, without being confrontational.
3. CALID supported communities to confidently engage the District Assemblies, to input their preferred projects into the Assemblies' budgets and to monitor the implementation of the projects to ensure quality and value for money.
4. CALID's activities aimed at peaceful elections in previous elections contributed to ensuring peaceful elections in places deemed hotspots and in respect of youth vigilantism.
5. Members of the League of Youth Associations, a coalition of youth in development promoting the development of both youth and their communities, gained enough knowledge and confidence to take action in support of the development of the youth and their communities. They felt confident in gathering information, analysing and using the outcome as evidence in engaging development actors, including the Regional Directors of Health and Education.

6. As in the case of the young women in Bole, one of the cardinal successes of CALID with the youth is the confidence we built in them and the skills we helped them to acquire to be able to assert their rights



***Northern Regional Director of Electoral Commission Addressing District Peace Committees***

7. The Kanyitiwale Youth Association, for instance, was accepted to sit in the District Assembly as a representative of young people. The Brifor Youth Association influenced the passage of bylaws by the Sawla-Tuna Kalba District Assembly to modify social and cultural practices that negatively affect young people



***Radio and Television discussions around capitals projects and education by Citizen Groups***

However, some things such as the following could have been done better:

1. The collaborations are around projects and single development issues. The long-term sustainability of some of the results is unquestionable.
2. The actors CALID collaborated with could have been encouraged to achieve more than they did. For instance, the young women indicated a lot of gain from the support of CALID,

they could have used the skills, knowledge and abilities acquired from the capacity building under CALID to do more, especially for their schools and communities and the students behind them.

### **2.3 HEALTH**

1. Staff numbers in selected CHPS compounds increased resulting in the ability to take on more workload, including outreach services.
2. The CHPS compounds were provided with improved infrastructure – buildings and furniture.
3. Attendance improved generally and family planning services improved.
4. There is confidentiality in accessing family planning services.

With regards to CALID’s work with the hospitals in Tamale:

1. The public hospitals in Tamale took appropriate steps to stop their staff from demanding payment of unauthorised fees by patients.
2. Some staff against whom wrongdoing was established were sanctioned.
3. NHIS wrote to order pharmacies to desist from asking for a top-up from NHIS cardholders.



***Madam Memunatu explaining what she went through during a Town Hall meeting***

CALID could have done better as observed below:

1. There was no sustainable arrangement to ensure that staff of the hospitals would not revert to charging unapproved fees once the eyes of CALID and partners were taken off them.
2. The then three regions of Northern Ghana cover a vast geographical area, with many scattered rural communities. The number of communities in which CALID successfully advocated for improved health services through better resourced CHPS compounds is too small.



## **2.4 LIVELIHOOD**

CALID used a mixed approach of the Village Savings and Loans Association (VSLAs) and a top-up from the organization. Four women's groups were reached and they were made to save up to the period of three months. The amount of savings made by a member was topped up by CALID. They then paid back the amount of money given by CALID with an interest which operated as a revolving loan. The livelihood concept has expanded the businesses of the women and improved their income levels. Other achievements included;

1. Women were brought together into groups to grow their businesses and they began seeking for economic solutions to their businesses.
2. 100 women from 4 VSLAs active and functional in communities.
3. Increased levels of financial literacy and management.

CALID could have done better as observed below:

1. There were problems with the repayment of the loan component of the funds provided by CALID.
2. There was no direct donor funding to this sector, so CALID could not engage dedicated staff on the project.

## **2.5 ORGANISATIONAL CAPACITY**

CALID worked mostly through partners and collaborators, built their capacity for the partnership and then walked with them to carry out planned activities. This made it unnecessary for CALID to engage a large number of staff, and yet was effective. CALID also built the capacity of its staff, while its donor/partners also built CALID's capacity in critical skill areas. Relationship between management and staff was good and staff felt motivated. The relationship with partners was also good, with mutual respect, learning and mutual benefits.

CALID therefore, had the capacity to deliver effective programmes over the ten years. However, there were periods of hiccups. Salaries were low as a result of low income and staff turnover was high. Though CALID built the capacity of new staff rapidly, the high rate of loss of staff caused hiccups and a drain as resources and time had to be spent building new staff.

CALID has a nine-member Board of Directors. The membership and the position of Chair of the Board has changed over the years, with new members and leadership bringing fresh ideas. However, it was recommended that CALID makes more and clearly stated use of the Board, with a Board Charter that defines requirements for Board membership, meetings, responsibilities etc.

The 2011 – 2020 strategic plan did not have a provision for fundraising. Even though the plan envisaged a 20% annual growth in income, the income did not grow as expected. With the impact of the COVID-19 on economies not clear at the time of the development of this strategic plan, it was proposed that CALID should engage in constant scanning of the funding terrain from 2021 and review its funding strategy appropriately. One contribution to CALID's low-income status was said to be low visibility, so we will seek to improve upon it in this strategic plan period.

### **3.0 ANALYSIS OF THE CURRENT GHANA CONTEXT**

A lot of changes have taken place in the country since the development of the last strategic plan; these changes are in almost all the sectors of the Ghanaian economy and society. Ten years ago, Ghana was struggling to achieve gender parity even at the basic level. Today with the exception of the Northern Region, there is parity at the basic level, even though disparity still exists in the higher levels of education.

Access to health has continued to improve nationwide with an increase in the numbers of health facilities, variously trained personnel as well as logistics for efficient health service delivery. The number of doctors grew from 2,730 in 2013 to over 4,000 in 2017. This brought the doctor-population ratio down from one doctor to over 9,700 in 2013 to one doctor to over 7,300 patients in 2017. This is over 7 times the World Health Organisation (WHO) recommended doctor-population ratio of 1:1000. There has also been an increase in the number of nurses so that by 2017, there was a national average of one nurse to the population of approximately 800.

The challenge was however in the distribution, with the Greater Accra Region (GAR) and Ashanti Region more favoured. While the GAR has a doctor-population ratio of one doctor to slightly over 3,000, the ratio is one doctor to over 11,000 in the Northern Region (NR).

Access to health services in Northern Ghana, especially the three regions constituting the former Northern Region, is further constrained by the highly underdeveloped nature of the regions, with vast rural areas and poorly developed roads. It is not surprising then that the former Northern Region had the lowest per capita outpatients' attendance rate in the country.<sup>1</sup>

However, on the positive side, Northern Ghana has the highest rate of supervised deliveries and the highest rate of antenatal coverage.

### **3.1 EDUCATION**

There has been a lot of investment and improvement in the education sector, from kindergarten through primary to Junior High School. About 70% of the funding for education came from the government while 20% came from internally generated sources. Donor contributions in the last five years have been insignificant.

The number of kindergartens (KGs) increased from 20,100 in 2013/14 to over 25,200 in 2018/19. Enrolment in KGs in 2018/19 was 1,187,817 but the number of children aged 4 and 5 years was 1,609,130, meaning only 73% of children who should be in kindergartens were actually enrolled. The number of trained teachers increased from 36,724 in 2013/14 to 40,076 in 2018/19.

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<sup>1</sup> The national average is 0.97 but it is only 0.64 for the region. The Upper East has an attendance rate of 1.5 while the Upper West has a rate of 0.97. The score compares the total outpatients' attendance against the population of a region. A 0.30 per capita attendance among a population of 1,000 means that total outpatients' attendance during the year was only 300

Primary schools increased in number from 19,854 in 2013/14 to 25,487 in 2018/19. Enrolment in primary schools increased from 73%<sup>2</sup> in 2011 to 81% in 2017. While the Gross Enrolment Rate (GER) was consistently more than 100%<sup>3</sup> the Net Enrolment Rate (NER) was just around 80%, meaning about 20% of children aged between 6 and 12 were consistently not enrolled in schools and completion primary schools. The Northern Region had the lowest enrolment rates for kindergarten, primary and Junior High School in 2017/18 at 46%, 67% and 24%, except that the UWR had a lower figure for JHS enrolment at 23%. The national average enrolment for KG, primary and JHS was 71%, 81% and 40%. The Northern Region also had the lowest primary schools' rate that same year at 66% compared to a national average of 71%. Again, the UWR fared worse at 65%.

The total number of teachers in primary schools increased from 97,082 in 2013/14 to 110,054 in 2018/19. What is even more significant is that the number of trained teachers increased over that period from 68,657 to 96,931 while the number of untrained teachers reduced from 29,082 to 13,663. There was a significant increase in total number of teachers in JHS over the same period from 78,096 to 92,828 with trained teachers increasing from 65,225 to 87,428.

This improvement in the recruitment of trained teachers resulted in the average number of pupils per trained teacher being as low as 33. However, the distribution favours the more endowed regions against the Northern Region where the ratio is one trained teacher to 41 pupils.

In terms of gender parity this has improved to a national index of about 1 for kindergarten and primary from 2015/16 and for JHS from 2017/18. Again, it is only in the Northern Region that the index is less than 1. It is 0.96 for kindergarten and 0.95 for primary and JHS, as at 2018/19.

The supply of textbooks has, however been a challenge as it is reported that no textbooks were distributed since 2012.

The essence of education interventions is to produce desirable outcomes, including not only being able to read and write and calculate, but to pass exams very well and be informed enough to make good decisions about one's life. Unfortunately, the investment and improved facilities and improved availability of teachers have not resulted in significant improvements in education outcomes. The raw average scores for six subjects in the BECE from 2015 to 2018 have been variable, not increasing significantly. Out of a possible total score of 600 for the six subjects, the score has been 268 for 2015, 302 for 2016, 287 for 2017 and 291 for 2018. It is only in 2016 that the average was more than half the total possible score.

Here again, the former Northern Region and its two sister regions of Upper East and Upper West fared worse than other regions. In 2018, at the national level, 54% of candidates scored 281 or higher. But only 29% of students in the former Northern Region got 281 or better. It was only 13% for the Upper East Region and even lower still, 3% for the Upper West Region.

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<sup>2</sup> That is, only 73% of children aged 6 to 12 were enrolled in primary schools.

<sup>3</sup> Meaning there were a lot of over aged children in primary schools

The results may be worse if one were to assess the outcome indicator of empowerment – the ability to make informed decisions, to feel confident to go through life and be assertive.



*Northern Regional SMC Network Members*

### **3.2 THE ECONOMY**

The economy has seen mixed fortunes but overall, there has been significant growth. Before the drilling of oil in 2010, years of high growth had been 2005 (6.21%) and 2008 (9.25%). Aided by oil income the growth rate shot up to over 14%<sup>4</sup> (some sources say 15%) in 2011. But thereafter declined reaching 2.9% (2014), 2.18% (2015) and 3.45% (2016). It made an upward swing in 2017 reaching 8.1% before declining to 5.6% in 2018. The growth has been more significant in the services and industry sectors than in agriculture. The growth rate for agriculture has been consistently lower than the Gross Domestic Product (GDP) growth rate, falling to as low as 0.8% in 2011 of all years.

The incidence of poverty has reduced with the percentage of people living below the poverty line reducing from almost 50% in the 90s to 24.2% in 2013. However, it was still as high as 50% in the Northern Region. Of the three regions of Northern Ghana at the time, the Upper East Region was the least poor with only 44.4% of its population living in poverty. As the national distribution of poverty is not uniform, so is the regional distribution also not uniform with East Gonja being the most affected in 2013, with 84.2% of the population being poor. Tamale was the least poor with only 24.6% of the population said to be poor.

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<sup>4</sup> According to the Medium Term National Policy Development Framework 2018-2021. Other sources have indicated growth rates of up to 17% for 2011.

The causes of poverty are many, including the way the North was treated as a pool for labour with very limited effort to develop it and education beyond 6 years denied to its people. They also include the fact that not enough effort was made to bridge this gap since independence. The North's dependence on perishable crops and the distance from the ports make industrialisation difficult. The underdeveloped road networks and markets also result in huge waste in agricultural production and low prices.

### **3.3 AGRICULTURE**

The poor performance of the country's agriculture partly explains the poverty levels of Northern Ghana which is highly dependent on subsistence agriculture. Agriculture's contribution to the economy declined from 31.8% in 2009 to only 15.3% in 2019. The discovery and production of oil which in turn fed industry and stimulated demand for services partly accounts for this. But agriculture's own declining growth rate contributed to this. However, the growth rate in agriculture has been improving since 2014, reaching 6.1% in 2017 before declining to 4.8% in 2018.

Agriculture in Ghana is characterised by high dependence on rainfall, with only 20% of agricultural production coming from irrigation. Even though there have been policies and strategies to improve both total agricultural production and productivity, these have improved rather slowly. A review of the performance of selected non-cash crops between 2011 and 2019 shows varying production levels, with the exception of rice whose increase in production has been consistent between 2011 and 2019. Again, except rice whose yield per hectare increased consistently from 1.4 tonnes per hectare in 2011 to 3.0 tonnes per hectare in 2018, the other non-cash crops (such as yam) showed varying performances or (in the case of millet, maize and sorghum) only marginal increases. Most crops are produced at less than half their potential production levels.

Factors accounting for agriculture's low productivity include the lack of mechanical equipment needed for land preparation and harvesting; difficulty accessing credit for agriculture, itself influenced more by the high default rate in agricultural credit; the creeping desert and climate change making the weather unpredictable; low prices of farm produce discouraging investment in agriculture; high post-harvest losses; limited use of improved seeds and the fact that a lot of so-called improved seed is not improved.

In recent times, government programmes such as *Planting for Food and Jobs*, *Rearing for Food and Jobs*, *Planting for Export and Rural Development etc* have rekindled interest in agriculture and stimulated its growth.

### **3.4 STATUS OF WOMEN**

The status of women can be likened to the fate of the Affirmative Action Bill, recognition of the need to change, and then some stalled effort to do so. The Affirmative Action Bill was initiated as far back as 1998 and there is a draft, even though various governments expressed support for it and commitment to pass it, it remains a draft. There has been some progress on the status of women, but there is still a long way to go for women to catch up with their male colleagues. The country has had two female Chief Justices, a female Speaker of Parliament, a female Chief of Staff



and female Chief Executives of many companies, but the number of women in leadership is still small. Even though the current administration has appointed many women as ambassadors, overall women still do not constitute the 30% promised.

There are only 9 women ministers out of 36 ministerial positions and only 38 out of 275 Members of Parliament (MPs). Teenage marriages and pregnancies among girls are also high. For instance, 19% of women aged 20 to 24 who were interviewed for the Multiple Indicator Cluster Survey in 2017/18 were in their first union before they were 18. According to the same survey, 14.3% of women aged 15 to 19 interviewed had a pregnancy or a live birth by 15. The phenomenon of early marriage is higher in the former Northern Region, with 24% aged 20 to 24 in their first union before age 18.



*Young ladies of Past Students of Sawla Model Girls evaluating their work*

### **3.5 CIVIL SOCIETY**

There are a lot of Non-Governmental Organisations (NGOs) at all levels of the Ghanaian society – ranging from national-level actors to organisations based and working in single communities. There are both international (such as Oxfam, ActionAid, Plan International, Water Aid, Care International, World Vision) and Ghanaian (such as Friends of the Nation, the Foundation for Security and Development in Africa (FOSDA), ABANTU for Development) NGOs operating at the national level. There are coalitions of NGOs such as the Oil and Gas Platform, the Ghana National Education Campaign Coalition (GNECC), the Coalition of NGOs in Health etc

Then there are Think Tanks such as the Institute for Economic Affairs (IEA), the Africa Centre for Energy Policy (ACEP), the Institute for Democratic Governance (IDEG) etc. There are regional and district-based organisations such as NORSAAC, CHOICE, ProNet and others. There are also in almost every district several organisations operating across the district or in specific communities. The youth associations and SMCs and PTAs provide additional opportunities for collaboration.

Besides nationwide media – print, radio and television – there are regional and district media outlets, especially radio stations. There are also regional correspondents of many of the national media houses which help to upload local news to the national networks

### **3.6 DEVELOPMENT PARTNERS**

There had been fears that many of Ghana’s development partners would leave the country after Ghana attained middle-income status. This has not happened as the Breton Woods institutions - World Bank, International Monetary Fund (IMF) and the International Finance Corporation (IFC) – multilateral partners such as the European Union (EU) and UN agencies and bilateral agencies such as the Foreign, Commonwealth Development Office (FCDO) formally Department for International Development (DfID), the United States Agency for International Development (USAID), the Danish Development Agency (DANIDA), GiZ of Germany and the Japanese International Cooperation Agency (JICA) all continue to operate in Ghana.

What is uncertain about their activities is how the impact of the COVID-19 on the economies of their countries would impact the availability of resources for their support to the development of Ghana.

### **3.7 COVID-19**

The outbreak of the Corona Virus Disease in 2019 is the single most phenomenal event affecting humanity, including Ghana, in the 21<sup>st</sup> Century. It arrived suddenly and, from China, spread across the globe very rapidly. Over 17m people have been infected and over 300,000 people have died in less than one year. It overwhelmed health services, impacted strongly on economies, changed ways of working – across the world. Many workplaces initially locked down and subsequently worked virtually – and created panic on a scale that was not possible to imagine before the outbreak. The economies of countries that are friendly to Ghana and provided development support – such as Germany, the US and Britain – and the European Union, another supportive development partner, were shattered as resources were diverted to health and businesses and the attendant revenue greatly declined.

In Ghana, it led to the lockdown of parts of Accra and Kumasi, the closure of borders and the restriction of travel in the country. The disease diverted resources from many essential areas to health and feeding the vulnerable caught in the lockdown.

For CALID, the pandemic led to a drastic reduction in field visits and meetings. Precautionary measures were taken to make all staff safe. The impact of COVID-19 on funding was equally drastic on CALID and other organisations including our donors and may have effect on the strategic plan. Even though the pharmaceutical companies are making vaccines available, there is some uncertainty about the coverage of vaccination, effectiveness and possible side effects.





*Public / Community Education on COVID-19*



*Donation of COVID-19 PPE to schools*

### **3.8 Factors in the Context That Can Affect the Strategic Plan**

The Ghana context has developed a lot, creating some enabling factors. For instance, over thirty years ago, there were very few advocates of human rights. Knowledge of rights was very limited. Civil Society Organisations worked more in silos, and networks and coalitions around specific development issues were rare. Some of the factors in the context that are enablers in the implementation of the strategic plan include:

1. The availability of structures even in rural communities with which CALID can partner
2. There are coalitions around many developments and rights issues, such as access to health, the promotion of child rights etc



3. High telephone penetration making access to information and communication with actors even in remote areas easier
4. National laws and policies in the sectors of interest to CALID provide the framework
5. Growing awareness among citizens on issues of rights and a willingness to assert them
6. The availability of media through which to reach a wider audience, raise awareness and report wrongdoing
7. The growing interest by the print and other media in promoting rights and exposing wrongdoing

The factors that would impact negatively on the implementation of the strategic plan include:

1. Many Civil Society Organisations in Northern Ghana have limited national coverage
2. The link between civil society in Northern Ghana and national coalitions or national civil society actors is weak
3. There is weak collaboration among Civil Society Organisations in Northern Ghana, though it is growing
4. The uncertainty of funding for civil society
5. Competing demands for resources in many sectors in the post COVID period versus possible reduced income for the government.



***Capacity building of member organisations on Tax Justice***

#### **4.0 THE 2021 – 2030 STRATEGIC PLAN**

This strategy articulates our priorities for the period 2021 to 2030 and outlines focus areas for our work towards change and greater impact. The plan sits well with national development priorities and actions. It takes into account the programmes and policies of Ghana. Notable government social policies and programmes include; Free Compulsory Universal Basic Education (FCUBE), New curriculum for Basic Education, Child Family and Welfare policy, Justice for Children Policy, National Social Protection Policies, Free Senior High School (FSHS), Nation Builders Corps, Youth Employment Programme, Free TVET education etc. The government is also pursuing several economic policies and strategies that further give us encouragement on our chosen themes of work. These include National Entrepreneurial and Innovation Programme (NEIP), Infrastructure for Poverty Eradication Programme (One Village, One Dam; One District, One Factory; One District One Warehouse, etc), and Planting & Rearing for Food and Jobs.



*Executive Director of CALID giving his remarks*

#### **4.1 Vision Statement**

A just society with equal opportunities and equitable distribution of public services, especially for young women and young men.

#### **4.2 Mission Statement**

To work with communities and identified groups, especially groups of young people, to fight injustice and promote equitable access to public services.

#### **4.3 Strategic Goals**

Generally, the goal is to build the capacities of right holders and communities to access their rights to quality education, good governance, quality health delivery and secure livelihood for their wellbeing.

**Broad Goals:**

1. Improve learning outcomes and skills through quality learning and appropriate training.
2. Improve the system of governance where citizens are guaranteed their rights to participate in decision making within a transparent governance system and accountable leadership.
3. Increase access to quality health delivery services especially for the poor and vulnerable in urban and rural communities.
4. To secure access of poor and marginalized women to decent livelihood through access to productive resources, skills training and enterprise development.

To achieve our vision, mission and goal, we collaborate with;

1. Citizens groups in communities and development partners to improve the quality of life of citizens (youth, women, girls and people with disabilities).
2. Like-minded agencies and duty bearers to influence policies and actions at local, regional and national levels.
3. Communities and other stakeholders on humanitarian work to safeguard the environment from disaster.
4. Citizens to expand their opportunities for diverse and decent livelihood options.

The board and staff are equipped with the requisite capacity to effectively respond to the issues that affect citizens.

**4.4 Duration of Strategic Plan**

The strategic plan covers five years, from January 2021 to December 2030.

**4.5 Geographical Coverage**

During the strategic plan period, CALID's interventions will focus on development issues and communities and groups in Northern Region, North-East Region and Savannah Region. These continue to be among the poorest in the country. And with the uncertain funding context and, given CALID's experience working in these regions, it was decided that, for this strategic plan period, it is best to continue to limit its geographical scope to these regions.

Besides partnering with structures in communities and districts to address district and community-specific development challenges, the organisation will partner with peers in the three regions where necessary and in the five regions of Northern Ghana, to form coalitions around common development challenges. CALID will also, either alone, but especially in collaboration with peers and other development actors in Northern Ghana, seek collaboration with national-level civil society actors to engage in influencing at the national level. This is particularly important since policies and resources necessary for the development of vulnerable communities and groups are controlled by the national capital.

#### **4.6 Sectorial Coverage**

Over the plan period, the organisation shall intervene in three core sectors, namely Governance, Health and Education. Over the years, CALID has built expertise in these three sectors and Education and Health continue to be among the region's greatest development needs areas.

CALID will continue to work through identified partners, and will continue to build the capacity of partners to be effective. It will continue to facilitate the formation of networks of its partners to create the critical mass needed for their influencing work and to facilitate learning from each other and creating synergy. But in addition to the above, CALID will encourage partners to get out of the silos and engage in continuous analysis of development challenges in their spheres of interest, rather than work on single issues. CALID will support the partners to develop the capacity to sustain their initiatives and continue to follow up on development issues even when development partners interest has ended.

After a healthy discussion, CALID decided to see Governance both as a strategy and a sector to work in. Thus, in both Health and Education, CALID and its partners will seek to achieve the required changes through the promotion of tenets of good governance. CALID sees that equitable distribution of resources, respect for the rights of all groups including vulnerable and marginalised people, accountability in the use of resources and responsible use of power all promote access to services in Health and Education. But CALID has recognised Governance as a sector on its own to continue to build the knowledge of vulnerable groups and communities on rights – to be heard, to be informed, to demand, to participate, to be confident, to be able to engage/negotiate – beyond health and education.

## **5.0 CALID's Approach to Development**

CALID believes very strongly that the affected citizens should have a central role in effecting the changes affecting their lives. The poor, vulnerable and marginalised are often so more because of impotence. Sometimes, they do not know the extent of their rights and especially legal provisions protecting those rights. But they do have some power in them which can be mobilised to effect desirable changes. They may also be better informed than so-called development experts about what works in their context. Besides that, if development actors believe that the affected should play an active part in decisions affecting them, and government and other development actors should respect that, then development actors themselves have an obligation to make the affected central in decision making and action affecting their situation.

CALID also believes that the kind of effort required to change the conditions of the disadvantaged population will require a significant number of actors. Actors such as individual civil society organisations do have power, albeit limited compared to the power of state actors. However, when this power coalesces, it becomes significant and can counter the power of powerful actors.

One factor that often affects the ability of the affected and their organisations to act is limited confidence. Traditional practice frowns on challenging authorities. Thus a wife may not challenge her husband. Individual members may not challenge the clan head. The power of the chief may be arbitrary but in many instances questioning its use would only attract sanctions. This practice in especially rural areas impacts negatively on beliefs that people in rural communities can challenge government authorities who seem more powerful than leaders of rural communities.

CALID's approach to development and bringing about significant and sustainable change will be to work with the affected people and organisations of the affected. CALID will seek to reduce the factors that make them unable to act - the limited knowledge about their rights, their limited individual power and the limited knowledge about how to engage effectively to change their conditions. The approach to achieving the changes outlined in this strategic plan will extensively involve mobilisation and group formation, information sharing, training to equip groups with necessary skills, especially analysis and engagement skills, networking to share knowledge, support each other and coalesce power, with CALID walking with the affected wherever necessary. The objective of CALID's interaction with the affected and their organisations will be to create the capacity to carry out sustained engagement in support of their rights, engagements that will go beyond the period of collaboration with CALID.

CALID will itself continue to develop its competence and improve its networking skills, seeking peers and networks working on common issues for collaboration.

One important approach that will be used during the strategic plan period is modelling. The organisation will operate effectively by focusing on selected communities and selected districts.



This means its immediate impact, on the population whose condition and status it can affect, will be limited. In the face of limited resources this is necessary. However, CALID shall aim to demonstrate that change is possible on a wider scale by selling the models it has used. It shall therefore organise events that allow it to share its successes and the approaches it has used. It shall consciously invite peers and other development actors to some of its review meetings and upload success stories on its website.



*A Durbar of Persons with visual impairment*

## **5.1 RIGHT TO QUALITY TRAINING, LEARNING AND SOCIAL INCLUSION**

**Goal: Improve learning outcomes and skills through quality learning and appropriate training.**

Both broad goal and specific objectives are stated to capture what the key challenges in education in the Northern, North-East and Savannah Regions are. To recap, they include gender inequality partly because of early marriages, dropouts due to pregnancies, the increased risk of pregnancies due to the long stay at home as a result of COVID-19, poor learning outcomes and unattractive TVET training. The expected ability for young graduates to be productive, using skills acquired through skills training, does not happen, resulting in high unemployment among the youth. CALID shall intervene in education at the basic level. In the strategy period, CALID will broadly look at:

1. Education
2. Disabilities and inclusion

### **5.1.1 Specific Objectives**

1. Retention and completion rates at the basic level especially for girls increased
2. Quality of teaching and learning in basic schools in three regions improved

3. Quality of technical and vocational training institutions in 3 regions improved
4. Access to informal education and life skills training increased

### 5.1.2 Strategies

These will include:

1. Training of SMCs/PTAs and networks
2. Ongoing monitoring of schools by SMCs and PTAs
3. Education review meetings on performance, enrolment and challenges



*Savannah Regional SMC Network presenting a Communique to the Regional Minister*

#### **Specifically:**

1. Facilitate ongoing engagements with networks to work beyond single issues and the formation of regional networks to act on common issues.
2. Link networks with other actors to remove barriers to the progress of girls, boys, women and men and to promote inclusion.
3. Form Old Girls' Associations in various schools and the use of successful past female students as role models to promote support for girls' education.
4. Form and support Girls' Clubs for peer support, shared learning and interaction with role models.
5. Embark on reproductive health education to reduce pregnancies and hence, drop out. Thus, intensify adolescent girls' and boys' programmes with emphasis on child marriage, sexual and reproductive health and rights (SRHR).
6. Identify and link with peer organisations working on education issues in the three regions including state and non-state actors.



7. Link with national education networks and educational authorities to influence action on challenges in education to improve the quality of basic education including early childhood education and inclusive education leveraging on technology.
8. Feed regional education challenges into national advocacy on education
9. Collaborate with others to gather information on resourcing, access and performance for engagement with appropriate stakeholders.
10. Facilitate the presentation of position papers on education issues
11. Collaborate with media to disseminate information on education development



*Hajia Kansawurechi Bukari addressing other Queen Mothers*



*The President of the GBU Northern Branch at a Durbar grounds*



### **5.1.3 Outcomes**

We hope that, by the end of the life span of the strategy the following are achieved.

1. Increased number of students, especially girls, completing basic school
2. Gender parity in basic school
3. Improved education outcomes
4. Improved reproductive health especially for girls
5. Reduced pregnancies among female students in basic schools
6. Reduced early marriages, especially among female students
7. Increased enrolment and completion in technical and vocational institutions
8. Increased number of teenage mothers returning to complete school

## **5.2 RIGHTS AND VOICES OF CITIZENS**

**Goal: Improve the system of governance where citizens are guaranteed their rights to participate in decision making within a transparent governance system and accountable leadership.**

The focus will be on improving citizens' participation including women, girls, youth and minority groups in local governance at all levels. It will also strengthen the voices of citizens on governance systems. The theme will cover our democratic systems and the accountability of our institutions. It will also look at elections and conflict management. In the strategy period, CALID will broadly look at:

1. Governance
2. Conflict management

### **5.2.1 Objectives**

The specific objectives of the sector are:

1. To promote citizens' voices in decision making
2. To build confident and assertive citizens by providing critical feedback on decisions that affect them
3. To increase attention to youth and community development issues through an ongoing initiative by assertive youth
4. To increase attention to issues affecting female students and young women through the initiative of assertive young women
5. To facilitate a legal regime that promotes fairness, transparency and accountability



*North-East Regional Minister Lauds GSAM for Promoting Accountability*



*Transition forum with Lawyer Samson Anyenini -Tamale*



### 5.2.2 Strategies to be adopted will be;

1. Research to define issues
2. Networking and partnerships
3. Position and policy papers or memoranda
4. Continued capacity building on mutually identified areas for youth groups
5. Facilitation of networking among youth groups
6. Modelling successful strategies
7. Capacity building for organisations of young women and youth groups to highlight key governance issues
8. Support communities and assemblies to strengthen accountability mechanisms
9. Promote participation in all elections and ensure violence-free elections.

### 5.2.3 Outcomes

By the end of the strategy, we hope to achieve:

1. Increased citizen's voices in decision making and providing critical feedback on decisions that affect them.
2. Youth advocating and influencing changes on issues affecting them from the family through the community to the district level.
3. Increased visibility in activities by young women, often supported by their male colleagues.
4. Fairness, transparency and accountability in the legal regime promoted.



*Citizens Engaged in the Generation of Community Scorecards on Performance of Public Service Delivery*



## 5.3 HEALTH

**Goal: Increase access to quality health delivery services especially for the poor and vulnerable in urban and rural communities.**

### 5.3.1 Specific Objectives

CALID's interventions during the plan period shall aim to improve the per capita attendance at health facilities in the regions of its operation, through increased demand for health services, increased knowledge of rights by patients and improved resources, equitable allocation to health facilities within the regions. However, equitable resource allocation within the regions will not make significant impact if overall resource allocation to the health sector is poor and if resource allocation between the regions continues to be unfair to certain regions, including Northern Ghana. CALID will also seek to improve reproductive health practices through education, as teenage pregnancies and deliveries constitute a health risk for young women.

The specific objectives are:

1. To facilitate an increased and equitable allocation of resources to the health sector, especially rural health facilities.
2. To promote the judicious and accountable utilization of resources in rural health facilities.
3. To facilitate knowledge of the right to health services and use of services of health facilities by poor people in rural communities and urban settlements.
4. To help improve reproductive health knowledge and practice among young women, especially students.



*Women in the Tamale Metro Assessing the Performance of Health Facilities*

### **5.3.2 Strategies**

1. Building capacity of partners as required
2. Networking with national-level coalitions advocating for improved health sector services
3. Research to identify/define issues militating against access to health services
4. Collaboration with actors in the regions to educate the public and advocate for transparency in the delivery of health services
5. Health facility/public interfaces
6. Inclusion of reproductive health education in activities under Girls Clubs and promotion of girls' education.

### **5.3.3 Outcomes**

1. Improved health indicators in 3 regions
2. Improved health facilities in rural communities in the regions
3. Reduced malpractices in government hospitals
4. Increased attendance in both rural and urban health facilities
5. Reduced pregnancies among female students

## **5.4 LIVELIHOOD OPTIONS**

**Goal: To secure access of poor and marginalized women to decent livelihood through access to productive resources, skills training and enterprise development.**

CALID intends to promote livelihood opportunities in communities so that women and men are able to improve upon their income levels. The aim is to allow families improve on their children's nutrition and also take care of them in school. We will also target the out-of-school children with the option of pursuing and owning businesses. CALID intends to;

3. Support farming and microcredit activities
4. Partner with state actors to train communities on their career choices
5. Support the youth and rural women to come together into groups to grow member-led economic solutions such as VSLAs.
6. Facilitate linkages to value chains and market opportunities for entrepreneurs and smallholder producers
7. Build the capacities of groups on financial management and financial literacy

### **5.4.1 Outcomes**

1. Women and men acquire technical and essential skills and are capable of earning decent livelihoods.
2. Youth and women groups acquire skills, competencies and opportunities for social and economic good.
3. 50 VSLAs are active and functional in communities.
4. Increased levels of financial literacy and management.

## **6.0 MONITORING, EVALUATION AND LEARNING**

CALID has always placed a great deal of importance on monitoring, evaluation and learning. They hold the lamp for the organisation to see how straight or crooked the path is, if the path is leading in the right direction and how far the organisation is from achieving the desired result. They are processes that enable the organisation to decide whether to make changes, continue as before or double its efforts. They enable CALID to gather relevant information for informed decision making and for sharing with relevant stakeholders.

However, for the gathered information to be useful for the purpose, the relevant information must be gathered and appropriately stored to be easily accessible and shared such as to be understood and useful to all stakeholders, including but not limited to staff, Board members, partners, the target groups/communities, donors and other organisations that may be interested in CALID's work.

### **6.1 The Monitoring, Evaluation and Learning Process**

CALID will agree on responsibilities for data/information gathering and storing information. Primary sources of information will be active participants of CALID's implemented activities and include the target group members, such as members of target communities, and CALID staff. Target groups are very important as their perception of progress, or the lack of it is important. CALID will gather information from affected people and participants as events take place – such as immediately after a training session, or after a meeting etc.

CALID staff and partners will plan quarterly activities; these plans will inform the organisation's staff visits to the field, first to observe as many activities as possible, capture perceptions, share observations and give feedback. The visits will therefore have the dual objective of enabling CALID to continue to fertilize the work of partners as well as collect information on planned activities.

The quarterly plans will inform CALID and stakeholders what information to be gathered in the quarter and on which CALID will have to submit a quarterly progress report. This predetermination of activities and information to be collected will allow stakeholders, especially CALID programme staff, to prepare to collect information as soon as it is available and reduce the risk of overlooking information.

The information collection process will not only focus on planned activities that have taken place. It will include planned activities that have not taken place and the reason for such as well as unplanned activities that have taken place. Information gathered at any point in time will capture as much as possible evidence of change, or the lack of it. The organisation will constantly review data/information collection to ensure that staff constantly include relevant information such as factors that may/can affect programme implementation etc.

The organisation will determine how the information will best be stored to allow for easy access. The organisation will agree on the frequency of periodic reports.

## **6.2 Learning**

Information on progress will not be helpful to the organisation, projects and target groups if the information is not analysed, learnt and the learning fed back into programme implementation. Learning events will include:

1. Discussions during field visits where CALID staff and partners and communities will share their views on activities and fertilize each other and agree on next steps based on shared views
2. Debriefing meetings with line managers after field visits and meetings which would not only allow for upward sharing of information, but for continuation of discussions and learning started from the field and in meetings
3. In-house CALID meetings
4. Presentations to the Board and interrogation by the Board and discussion with the Board
5. Review meetings with partners at agreed intervals

## **6.3 Reporting/Sharing**

CALID shall endeavor to capture activities and other information as they happen. Besides, quarterly and annual reports to partners as required in agreements with them, staff will produce minutes of meetings including partner review meetings and prepare field visit reports and reports of training sessions at most two weeks on return from the field or after training sessions.

The organisation shall agree circulation of quarterly reports and shall include partners and the Board on the list. Quarterly meetings of the Board shall discuss issues arising from the reports and especially lessons learnt.

CALID has a culture of informative reporting. CALID will commit itself to continue to produce informative annual reports; reports that state progress of projects but also sum up progress against the overall strategic plan. They will include lessons learnt during the year which will also inform the plans and strategies for the next year.

## **6.4 Evaluation**

There shall be two evaluations as described below:

**Mid Term Review:** Halfway through the strategic plan the organisation shall conduct a review of performance up to that point in order to use the lessons to inform the rest of the implementation period. This is usual in strategic plans of more than 3 years duration. But it is even more important under this plan as the impact of the COVID-19 on the country, on its development plans and on the lives of the most vulnerable can be better assessed over the next couple of years.

There are two possible approaches to conducting this learning. One would be an internal review process, involving representatives of all stakeholders. Primary information for this review would

come from reports compiled by CALID staff up to that point. An external person may be invited to facilitate the learning process. The process shall end with recommendations for the rest of the plan period.

A variant of this process would be to constitute a small team of CALID staff and other stakeholders to conduct a rapid review whose report will serve as the basis of the discussion by all stakeholders as described above.

The second approach would be to contract an external consultant to conduct the review whose draft findings will be discussed at a stakeholders' forum and a final report compiled. As in the case of the process described above, the report should contain recommendations for the rest of the plan period.

**Final Evaluation:** This will be initiated six months to the end of the strategic plan, to inform all stakeholders how their collaboration has worked and what it resulted in. The lessons, and any other ideas from the process, will feed into the next start .



*Queen mothers and presidents of women association sessions.*



## **7.0 FUNDRAISING AND VISIBILITY**

The two are related as visibility impacts fundraising. CALID shall aim to increase its visibility and be better known within the Northern, North East and Savannah Regions and beyond. First, the organisation will pursue the development of its website and shall regularly update it to make it current. It will also produce an A-4 paper sized brochure summarizing information to be shared with visitors and given out to people who want to know about the organisation but cannot visit the office.

CALID will share its reports beyond immediate stakeholders to include other organisations operating in the regions, funders and implementers of projects in Northern Ghana. CALID will strengthen its relationship with the press and seek to be more involved in radio discussions on topics on which CALID is well informed. Together with partners and/or peers, with support from the Board, the organisation shall release well informed press statements and position papers on development issues in Ghana.

CALID will arrange to provide regular training on different aspects of fundraising to improve the skills of its staff. These will include skills in scanning for calls for proposals and developing quality proposals. The organisation will use the Internet extensively and its search will include organisations outside Ghana that either directly fund or help fundraising efforts of organisations in countries such as Ghana. The Programme Manager would have fundraising responsibilities embedded in their Job Description and s/he would lead in fundraising, with strong support from the Executive Director and the Finance Manager.

The organisation will also step-up networking partly to build the partnerships necessary for successful advocacy and partly to increase its access to information generally, including funding opportunities. Through those networks, it will seek opportunities for partnerships to develop joint proposals.

CALID will hold brainstorming sessions yearly, twice a year if possible, to assess opportunities for new projects and the funding context. From mid-2021 it is expected that the impact of COVID-19 on the Ghanaian economy and society as well as the economies of Western countries will be clearer.

CALID will not be averse to working with for-profit organisations seeking to also improve the conditions of communities. By so doing, strategic steps will be taken to get more funds as we will step-up our chances by collaborating with others. We will also subscribe for funding opportunities.

## 8.0 HUMAN RESOURCES

CALID will continue to be headed by an Executive Director. S/He will be the head of the management team and lead in taking decisions on day-to-day activities. S/He shall be responsible for all recruitment in the organisation in consultation with the Board, even though s/he may delegate such responsibility to line managers, once s/he has approved the recruitment. S/He shall ensure effective management and judicious use of the resources of the organisation. S/He shall have accountability to donors and partners and be responsible for CALID's external linkages.

The finance and administration functions will continue to be led by the Finance and Administrative Manager.

There will be a Head of Programmes and Campaigns who would lead the Programmes team which shall comprise of Programme Officers whose number would be dictated by the number of projects the organisation is running. Besides the Executive Director, Finance and Admin Manager and the Programmes Manager, all other Programme staff will, as much as possible, be funded by specific projects and their contracts will be tied to the duration of the projects. The Programme Manager shall lead the organisation's advocacy work – building the capacity of partners, leading the organisation's liaison with peers and like-minded organisations in the regions, seeking relevant coalitions in support of CALID's advocacy and representing CALID on the coalitions, leading CALID's research work etc. The Head of Programme and Campaigns should therefore have the appropriate competencies for the position.

The Finance and Administration department shall employ a limited number of Finance and Administration staff in accordance with the volume of transactions.

All recruitments shall be in accordance with the organisation's HR policy.



*Staff of CALID*

## 8.1 Capacity Building

Even though the recruitment shall be rigorous, starting with a clear Job Description and requirements for the position, which will form the basis of assessment during interviews, the organisation recognises the difficulty of finding candidates with all the competencies required for a position. Line managers will be required to monitor the performance of their staff to identify capacity-building needs. Staff capacity shall not be limited to training in workshop settings; it shall include feedback from above, sharing views of colleagues and partners and the assignment of responsibilities, including delegated responsibilities, that enable staff to practise and improve competence.

Staff capacity building shall also seek to enable staff constantly acquire new competencies as the development terrain is dynamic; to keep staff abreast of development issues and approaches to development. The capacity building shall be budgeted annually and capacity building activities planned at the beginning of each year. The Finance and Administrative Manager and the Programme Manager shall be jointly responsible for managing staff capacity building.



*Executive Director and the Programme Quality Manager at a Capacity Building Training*

## 8.2 Board of Directors

CALID has a Board of Directors whose membership and chair have changed over the years, thus bringing in new members, new perspectives and new energies. The Board's role under the strategic plan will be to challenge and support CALID management and staff to be judicious in the use of resources, to be more critical and effective in the development and delivery of its interventions, to maximise impact and be more accountable to its constituents – donors and target groups and communities.

The Board shall be composed of people who see their membership as an opportunity to share their wealth of knowledge and experience and contribute to the development of Northern Ghana. Members shall come with diverse experiences in management, development and finance. Management and the Board shall consult to develop a Board Charter that allows the Board and Management to develop mutual expectations and understanding of the role of the Board and to allow CALID to maximise the use of the Board.

The board will supervise the Executive Director and also provide a guide for the smooth running of the organisation. They will review budgets, and reports and also train staff.



## 9.0 RISK ANALYSIS

The risk analysis seeks to scan the environment and the future, to identify factors which may or may not arise, and which can impact negatively on programme delivery or outcomes of interventions. The risk analysis, and its consequent mitigation plan, will not be a one-off event, whose outcome is stated below. It will be a continuous process over the life of the strategy as factors which develop at any time in the life of a plan, whether long foreseen or not, can derail the implementation of interventions or reduce their impact. The table below summarises possible risk factors and CALID's plans to mitigate each.

<b>RISK</b>	<b>PROBABILITY</b>	<b>IMPACT</b>	<b>MITIGATING ACTION</b>
Electoral violence in Ghana	Medium	High	Monitor the election situation closely. Continue to educate on peaceful elections.
Another wave of increased COVID-19 cases forces lockdown in CALID coverage districts	Medium	High	Continuously monitor the situation and prepare a contingency plan. Work remotely and virtually and lockdown when required.
Low economic recovery from COVID-19 seriously affects government budget and donor funds	Medium	Medium	Monitor the global economic landscape and revise annual plans where necessary.
High turnover of key staff	Medium	High	Initiate recruitment of replacement staff as early as possible. Accelerate training of new staff. Address factors other than salary that can encourage staff retention.
Conflict in the operational regions, especially but not limited to districts CALID is working in	Medium	High	Education on peace-building is part of CALID's normal work. Preparedness to join other actors in resolving conflict as soon as possible.
Natural Disasters/diseases such as; floods, famine	Low	Medium	Educate citizens on disaster management.



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