

Movements for Active Citizenship



Norsaac Strategic Paper III (NSP III)

2020 - 2024




norsaac

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1. Introduction

In Ghana, when people ask which organisations are working on issues of women, youth and marginalised groups, NORSAAC's name will feature prominently. Since it was established in 2002, NORSAAC has become one of Ghana's leading organisations working in the areas of sexuality and reproductive health and rights, gender and governance and livelihoods and skills development.

Norsaac is currently implementing a five-year strategic plan which is expiring at the end of 2019. The organisation thus undertook a consultative process to review implementation of the strategy, analyse the current context and based on that develop a new strategic plan for the next five years (2020-2024).

The consensus on Norsaac's implementation of its strategy in the past five years is that the organisation has achieved its desired objectives and more importantly has made a difference in the lives of the women, young people and marginalised groups. The new strategy reflects a consolidation of these successes, but it goes further. It provides room for expansion: expansion beyond Norsaac's geographical scope, expansion beyond Norsaac's traditional sources of funding and expansion beyond the themes it has worked on in the past five years. What will not change in the next five years is Norsaac's focus on its constituents: women, youth and vulnerable groups. As a result, under the leadership of the Board and Management and with the guidance of this strategic plan, the next five years promises to be an exciting and impactful time for Norsaac.

This strategic document begins by providing a summary of the feedback from the review of implementation of the current strategy. It then shares key issues in the context that should inform Norsaac's choice of priorities for the next five years. Following on this, it sets forth the vision, mission and values of the organisation. Next, the document shares four key outcomes the organisation is seeking to achieve in the next five years and for each outcome, provides the different strategies that will be utilized. It ends by

sharing the specific approaches the organisation will use to achieving its desired outcomes and the mechanisms it will use to ensure all activities in the next five years are in alignment with the strategy.

2. Review of NORSAAC's Strategic Paper II: Taking Action

Norsaac's "Taking Action" strategic plan, 2015-2019 focused on promoting the rights of women and girls, gender equality as well as maternal, neonatal, and child health and improved sexual health for its clients. The strategic plan also emphasised alleviating poverty among the youth through income generation and improved access to financial and entrepreneurial information. The goal during this period was: "Improved quality of lives of women, girls, young people, children and marginalised groups, empowered and asserting their rights". The plan had eleven specific objectives, covering the four thematic focus and an organisational objective. The plan envisioned that Norsaac's work would be confined to its existing districts within the Northern region and to expand to new districts if additional funds become available. The strategy stipulated that the organisation would use a human rights-based approach to empower vulnerable groups towards influencing change. It also stated that Norsaac would conduct advocacy to influence change in policies that negatively affected their target groups.

The review of the strategic plan involved consultations with Norsaac's key stakeholders including Board members, staff, partners, donors and target beneficiaries. The key questions asked included: **(a) What went well? (b) What did not go so well? (c) What should be done differently?**

What went well? 😊

Majority consulted appreciated the extent of implementation of the previous strategic plan and were of the view that Norsaac had effectively achieved the key strategic objectives. Respondents noted several issues that went well with the implementation of the previous strategic plan as follows:

- *Social capital and trust with communities* – During the strategic period, Norsaac has established a strong connection and presence within the communities in which it works. Working directly in the communities and with community-based groups has made the work more impactful. Norsaac continued to garner the respect of the communities and targeted groups. It has established strong relationships with key community leaders', and this engendered the type of trust and social capital that few organisations enjoy.
- *The focus on women and young people*– the implementation of the strategic plan was focused on girls, women and youth in poor rural communities. All interventions, including policy level engagements were focused on addressing the needs and aspirations of these groups and this allowed Norsaac to have the desired impact. Where many NGOs have changed their focus depending on donor trends, Norsaac has stayed focused on its target group.
- *Mainstreaming Gender* - Even though gender and governance were merged as a thematic area in the Strategy, Norsaac ensured that gender was integrated into all their interventions, irrespective of the thematic focus.
- *Ensuring quality* – Norsaac paid attention to quality in the implementation of activities, reporting and relating to stakeholders. This has strengthened its reputation as a results-oriented organisation.
- *Innovation*: In implementing livelihood interventions, Norsaac trained young women in skills that are traditionally set aside for men in order to give them opportunities to earn more income. In addition, the team went beyond

capacity building to creating innovative platforms to connect young people and employers.

- *Fundraising:* During the strategy period, Norsaac has been able to not only increase its funding levels but also to ensure diversity in its funding sources. This has been complemented and driven by effective management of available resources, which has in turn enabled the organisation to effectively position itself as a credible partner to donors.
- *Strong networking and collaboration:* Stakeholders noted that Norsaac has collaborated and worked well with other CSOs. This is particularly important where advocacy requires collective action and funding is increasingly secured when an organisation is part of a consortium. Good relations have also been developed with relevant government agencies over the strategy period which has strengthened the advocacy efforts of the organisation.
- *Strong leadership of the organisation:* One of Norsaac's strengths, stakeholders stated, is the strong leadership at the helm of the organisation. This has created a positive organisational culture, positive team spirit and the attraction of highly qualified and competent staff.

What did not go so well? 🙄

While many things were identified to have worked well, respondents mentioned a few that did not go so well in implementation of the strategic plan.

- *Insufficient publicity of Norsaac's work:* Respondents noted Norsaac did not sufficiently publicise their work. Together with their partners, the organisation has achieved a lot during the strategic period, but this has not been adequately captured and shared. It was noted for example, that their online presence could be stronger.

- *Insufficient focus on education in general:* Many activities within the education theme were centred on Sexuality and Reproductive Health Rights (SRHR) and not entirely on education in general. As a result, some staff observed that the education thematic area did not receive the attention it deserves, leading to limited achievement of the education strategic objectives. The interventions in schools were more aimed at promoting SRHR than contributing to higher learning outcomes.

Recommendations going forward



Based on the lessons learned during implementation of the strategy, respondents had some suggestions for Norsaac's next strategy as follows:

- *Look beyond the Northern region:* The opportunities that Norsaac gets to contribute to national policy discourse and dialogues is an indication that the organisation has grown beyond Northern Ghana. It is an organization of national significance. As it goes national, however, Norsaac should endeavour to remain rooted in its communities.
- *Communicate successes better.* The organisation should take better advantage of social media and market their work more.
- *Continue to increase and diversify its funding.* As the organisation grows there is a need for increased funding from diverse sources. Recognising that some traditional donors may not always be there, Norsaac should explore funding from local philanthropy and non-traditional sources.
- *Explore partnerships with the private sector.* The private sector is increasingly interested in working with CSOs on joint Corporate Social Responsibility (CSR) initiatives. Norsaac can leverage these types of partnerships to increase funding and strengthen the economic empowerment of the target groups of women and youth.

- *Focus on climate change.* The impact of climate change on Norsaac's target group is usually negative. With increased recognition both globally and nationally that climate change is an urgent issue, Norsaac should ensure that the voices and needs of women and youth are heard and addressed.
- *Increase innovation using technology:* Norsaac should explore the use of technology in its work. For example, it could use E-health solutions and introduce young entrepreneurs to IT applications to access business services.
- *Strengthen advocacy efforts using different approaches.* Norsaac should leverage its strong relations with diverse stakeholders to act as a convener or facilitator of dialogues to influence change. The organisation should also continue to use position papers and other documentation to share evidence and influence change.
- *Enhance response to emergencies drawing lessons from Covid 19 pandemic.* This pandemic happened within the time of finalising the NSPIII thus, creating space to strengthen response to emergencies. Norsaac should position itself to institutionalize and sustain an emergency responsive programming.

3. Contextual Analysis

Relevant Global Context

Since its inception in 2015, the 2030 Sustainable Development Goals (SDG) Agenda has provided a blueprint for shared prosperity in a sustainable world, aiming at a world where all people can live productive, vibrant and peaceful lives on a healthy planet. The year 2030 is just over a decade away. The decline of extreme poverty continues, but the pace has slowed. The reality

is that the world is not on track to achieving the target of ending poverty by 2030. It is reported that more than one third of employed workers in sub-Saharan Africa still live on less than \$1.90 a day. Social protection systems fall short of reaching the world's most vulnerable people, including children and the toll of climate-related disasters is rising, with poorer countries most affected. After extended progress, the number of people suffering from hunger is on the rise. Even though, stunting and wasting in children is declining, it is not fast enough to meet SDG targets.

Relevant Africa Context

Africa's 50-year strategic framework, Agenda 2063 redirects the focus from the struggle against apartheid and the attainment of political independence to inclusive social and economic growth and development, culture, regional integration, democratic governance and peace and security.

Both the African 2063 and the global 2030 Agendas recognise human capital development, achieved through quality education and health services, as an essential foundation of a country's ability to provide development for its citizens. Since the beginning of the implementation of Agenda 2063, countries have, on average, continued to improve in *Human Development*. However, progress has slowed, and this is largely due to a downturn in results in *Education*.

The key challenge for many African countries in providing education for productive employment lies, in the quality of education and its relevance to the job market. The main challenge though is that, current trends are not improving fast enough to keep up with demographic growth, with Africa's majority age group being under 15. The continent is on a negative trajectory, regarding Agenda 2063 Goal 18 targets related to the creation of socio-economic opportunities for young people. Even though Africa has made progress in health provision, on average the pace of improvement has

slackened since the first implementation period year of Agenda 2063's FTYIP (2014).

While women's empowerment appears as a core issue across both Agenda 2030 and Agenda 2063, both agendas recognise gender promotion and youth inclusion as essential to create and foster inclusive societies and inclusive governments. African countries continue to improve in the area of granting women civil liberties, including participation in political discussion and civil society organisations. However, progress is less obvious when it comes to representation in politics and judiciary. This in particular applies to women's representation in parliament which on average is less inclusive than women's representation at ministerial and cabinet level. While countries have made large improvements in strengthening laws on violence against women over the last ten years, violence against women as well as children, also manifests in the form of human trafficking. The continent shows one of its worst performances in this regard and has experienced one of the largest declines since 2014.

Relevant Ghana Context

The situation in Ghana mirrors much of what is occurring globally. Ghana has been touted as the success story of West Africa. In the past two decades, it has strengthened democracy under a multi-party system. As a result, Ghana consistently ranks in the top three countries in Africa for freedom of speech and press freedom, with a strong broadcast media.

Economically, the story has also been positive. In November 2010, the Government announced that Ghana had attained middle income status. More recently, Ghana's economy continued to expand in 2019 as the first quarter gross domestic product (GDP) growth was estimated at 6.7%, compared with 5.4% in the same period in 2018. Non-oil growth was also strong at 6.0%. The relatively high quarterly growth was driven by a strong recovery in the services sector which grew by 7.2% compared with 1.2% in 2018.

In this context, the Government has declared and is pursuing a national agenda entitled Ghana Beyond Aid, aimed at creating a nation that would be self-sufficient and prosperous. This agenda coupled with the declaration of middle-income status has affected the nature of donor funding coming into Ghana. Many bi- and multi-laterals have moved from directly funding development activities, particularly to Civil Society Organisations (CSOs) in the country to focusing on private sector investment and trade relations. When they do fund CSOs, it is more likely to be for holding government to account than for the provision of services.

While Ghana's success is undisputed, it is only half the picture. The reality is that while the poverty is reducing overall, inequality is growing. According to Oxfam: "Just one of the richest men in Ghana earns more in a month than one of the poorest women could earn in 1,000 years."¹ More notably Oxfam notes: "Women are more likely to be poorer and to have fewer assets. For instance, they are half as likely as men to own land. They are also significantly less likely than men to be wealthy – only 6% of the richest people in Ghana are women."² Furthermore, "Nearly a third of the poorest children in the Northern Region have never been to school, compared to just 5% of the wealthiest."³ The constituency that Norsaac is most concerned about are clearly not benefitting from Ghana's success. For example, the youth have been affected by high levels of unemployment despite growth in the economy.

Beyond the economic constraints, women and youth face a myriad of challenges that prevent them from enjoying their human rights and realizing their full potential. One example is violence against women. A study conducted in 2016 by the Institute of Statistical, Social and Economic Research (ISSER), with support from United Kingdom Department for International Development (DFID) found a prevalence of intimate partner

¹ Oxfam; "Ghana: Extreme Inequality in Numbers" at <https://www.oxfam.org/en/ghana-extreme-inequality-numbers>

² Id.

³ Id.

violence at 43 per cent in Ghana among currently partnered women aged 18-60.⁴ Furthermore the study found that a shocking 4 out of 10 Ghanaian women surveyed, who were in a current relationship, experienced intimate partner violence.⁵

Another hardship is climate change. Each year, it increasingly causes droughts and floods that affect vulnerable populations the most. In addition, conflict, whether driven by chieftaincy disputes or religious extremism in neighbouring countries such as Burkina Faso, continues to be a potential threat to the well-being of women and youth.

The civil society landscape in Ghana is also an issue that Norsaac will need to pay attention to in the coming years. Beyond the funding constraints mentioned earlier, CSOs are facing closing civic space in many parts of Africa. In Ghana, Government has been for some time considering legislation to regulate civil societies. This has come, among other things, as a result of the proliferation of CSOs and the public questioning the legitimacy of civil society and who these organisations are accountable to.

Despite these potential threats and challenges, the context provides some opportunities which Norsaac can leverage in the next strategy period as follows:

- The presence of social media as an effective channel for dissemination of information and engagement of constituents;
- The growing importance of local philanthropy in an era of Ghana Beyond Aid.
- Increased learning within civil society about good practices to strengthen Gender and Social Inclusion (GESI) and social accountability.
- Emergence of positive national policies and laws such as the Right to Information Act.

⁴ Cite ISSER/DFID report

⁵ Id.

- The increasing recognition of the harmful effects of Climate Change and governments commitment to address this.
- The emergence of organized youth groups willing to engage on social issues.

4. What's New in this Strategy

This strategy seeks to consolidate the good practices and approaches that Norsaac has developed over the years. But it also reflects a departure from the past. The following is what is new in this strategy.

- Norsaac will expand to focus on the achievement of stated outcomes. This enables the organization to be flexible in responding to emerging issues while staying focused on its target group of women, children and youth.
- Norsaac will also expand its scope to strengthen its visibility at the national level and explore options for work beyond its current operational areas.
- Norsaac will improve its funding sources to seek local funding and internally generated revenue.
- The operational focus of Norsaac's response to emergencies remain unchanged but would have innovative ways to enhance its response within this strategic period. From conflict prone to pandemic settings, Norsaac



seeks to deliver both software and hardware care to vulnerable populations who are at risk of being left behind.

5. Our Vision, Mission and Values

Vision

A healthy and empowered society where everyone enjoys their rights and live a life of dignity.

Mission

To work with networks of women, youth, children, excluded groups, and like-minded organisations to strengthen their agency to claim and exercise their rights.

Values (J-CRIMP)

Justice: We work to challenge power imbalances that deepens inequalities in society.

Commitment: We champion the collective power of women, children, youth and the excluded.

Responsiveness: Willingness and readiness to take intelligent and calculated risk and to act quickly with experience and sensitivity to what the situation requires

Inclusion: We value diversity and promote equality, participation and voice of all.

Mutual Respect: We value and regard all people equally and act in a way that respect the dignity, uniqueness and intrinsic worth of every person.

Partnership: We accept the obligation of joint responsibilities, shared goals and mutual accountability with beneficiaries, donors and stakeholders.

6. Strategic Outcomes

In the next five years, Norsaac will seek to achieve four strategic outcomes referred to as Norsaac Strategic Outcomes (NSOs) as follows:

NSO 1: Policies and legislations in place and implemented to protect, respect and promote the rights of children, women, youth and the excluded in Ghana and the sub region.


NSO 2: Women, children and youth, their networks, alliances and movements in place and working effectively together to hold key actors accountable and responsive.

NSO 3: Organizational strength and sustainability of Norsaac established.

NSO 4: Norsaac is visible and recognized as a leading actor on women, children and youth in Ghana.

The following sets forth the strategies the organisation will use to achieve each of these outcomes.

NSO 1. Policies and legislations in place and implemented to protect, respect and promote the right of women, children and youth in Ghana and the sub region.



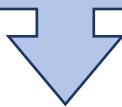
Key Strategies (KS):

KS 1.1: Increase knowledge of women, children and youth on existing policies that affect their lives in Ghana and the sub-region.

KS 1.2: Advocate for increased responsiveness of national, regional stake holders to policies and legislations targeting children and youth.

KS 1.3: Support women and youth networks to champion elimination of systemic and structural challenges hindering formulation and implementation of relevant policies and legislations.

NSO 2. Women, children and youth, their networks alliances and movements in place and working effectively together to hold key actors accountable and responsive.



Strategies


KS 2.1: Enhance coordination between and among youth and women groups on activism around socio-economic and political accountability

KS 2.2: Increase understanding and effectiveness of women, children and youth groups on networking and alliance building.

KS 2.3: Enhance accountability of duty bearers resulting in improved economic opportunities, healthcare delivery, better educational outcomes, peace and stable communities and social protection for women, children and youth.

KS 2.4: Increased information and data available on networks, alliances and organizations of women, children, youth and other excluded groups in Ghana

NSO 3. Organizational strength and sustainability of Norsaac established




KS 3.1: Enhance relationships and collaborations with key stakeholders in Ghana and the sub region.

KS 3.2: Improve capacity of Norsaac strategic planning and implementation on key issues of local, national and the sub region.

KS 3.3: Develop and operationalize social enterprise and other fundraising models for NORSAAC including formalized and costed services to organizations and groups.

KS 3.4: Strengthen organizational systems, policies and regulations to meet international standards, improve staff retention, technical capacity and on the job training

NSO 4. Norsaac is visible and recognized as a leading actor on women, children and youth in Ghana



KS 4.1: Position Norsaac as a thought and practice leader in Ghana on issues of women, children and youth.

KS 4.2: Improve response to local, national and sub-regional issues including pandemics that affects women, children and youth.

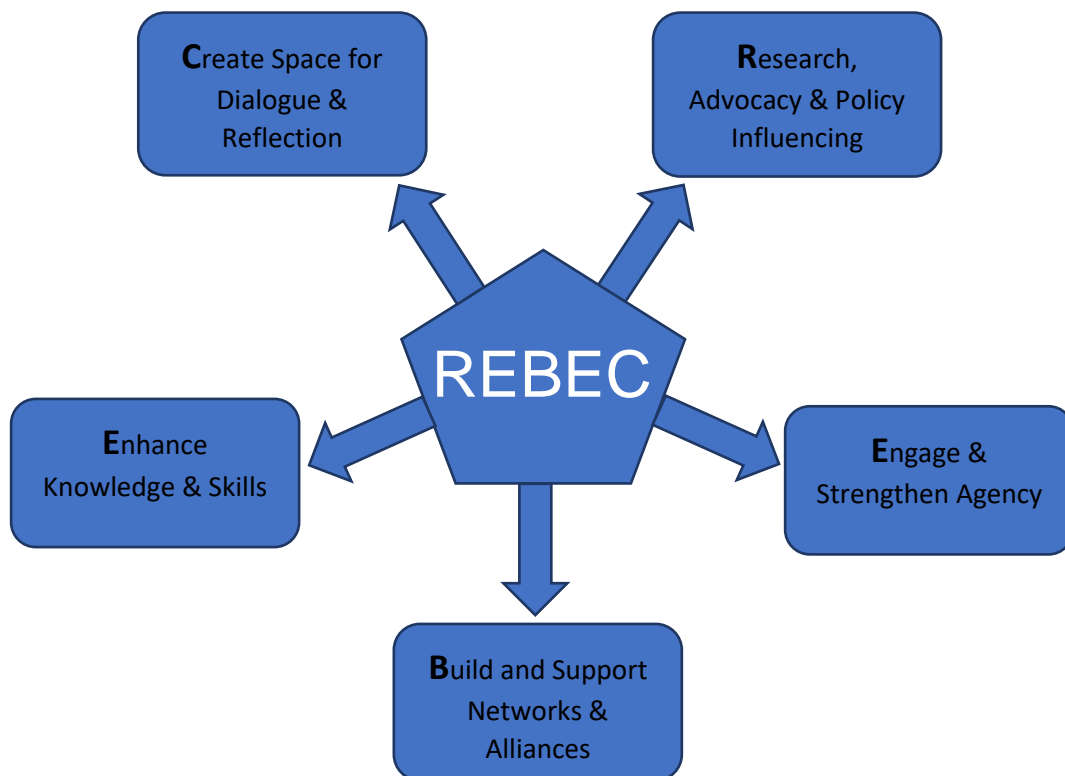
KS 4.3: Strengthen documentation and publications of change and organizational success.

KS4.4: Increase Norsaac's visibility at regional, national and international platforms.

7. Our Approach

Norsaac will use the following five (5) interrelated approaches to achieve the previously mentioned outcomes. Our approach can be summarised as the “The REBEC Approach” as follows:

The REBEC Approach



Research, Advocacy and policy influencing

This approach seeks to influence policies related to the rights of women, children and youth and other excluded groups through the provision of evidence and targeted advocacy. Participatory research with women and youth at the centre that amplifies the voice of excluded group shall be our trademark. Surveys will be conducted on themes related to women and youth and then leverage on the evidence for public and policy level engagement.



Engage and strengthen agency

This approach is about how the organization will engage and strengthen agencies of women, children and youth. Engagement will be done at all levels ensuring that women, children and youth are at the centre of the process. Models for meaningful engagement of women, children and youth agencies will be developed and used consistently.

Build and support networks and alliance

This approach is about getting women, children and youth to increase confidence and explore local, national and international platforms to participate and network. Alumni, networks and coalitions of women, children and youth will be identified and connected for solidarity actions.



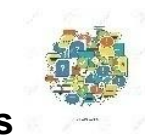
Enhance knowledge and skills

This approach will focus on knowledge and skills to increase activism of women, children and youth. It recognizes knowledge and skill gaps of women children and youth and will develop socio-economic and political models to guide their actions from informed perspectives.



Create space for dialogue and reflections

This is about creating physical and virtual platforms for women, children and youth to engage, improve knowledge and skills and increase activism for change.



8. Implementation, Monitoring, Evaluation and Learning of the Strategy

In line with good organisational practice, Norsaac will put in place, processes and procedures to ensure that the strategy is implemented and provides guidance for the strategic decisions made with respect to programme delivery and fundraising. They include the following:

- Development of a results framework for the Strategy with indicators, annual milestones and end targets for each of the four outcomes.
- Annual review of achievement of the annual milestones with lesson learning to inform planning for the subsequent year.
- Development of annual plans and budgets based on Strategic plan.
- Mid-term review of the Strategy in the 2022 to evaluate achievement of the outcomes to date and learn lessons to inform subsequent implementation.
- Evaluation of the Strategy at the end to inform development of the new strategy.

9. Risk Matrix

No.	Risk	Likelihood	Impact	Mitigation Strategy
1		H, M or L	H, M or L	
	EXTERNAL RISK			
	The agency of women, children and women group may be hampered by guardians' controls, jealousy, screwed opportunities in membership and low spirit of volunteerism	M	H	<p>Any targeted group and networks of women, children and youth will be capacitated on managing individual and collective expectations.</p> <p>Resources including financial and personnel shall be allocated for regularly reflections with group members to limit negative impact of jealousy tantrums among others on the collective efforts.</p> <p>Targeted groups and networks shall also be supported to develop practices around engaging guardians of members to limit guardian control and resistance against their wards' participation in activism.</p>
	The complexity of policies and its processes may hinder the active involvement of women,	M	H	The strategy on increasing the knowledge of women, children and youth on policies affecting them is a mitigative strategy to

	children and youth in policy discourses			help the targets to effectively participate in policy processes.
	On-going and emerging conflicts	L	H	Norsaac membership in the Northern Regional Peace Council, Regional and National Interparty Dialogue Committee among others position the organization for timely intelligence to effectively strategise against the negative impact of any conflict on the organisation's work. Internal inform flow
	Uncertainty in government programs, agenda, policy arena and commitments	H	M	The strategic document gives priority to the capacity and involvement of women, children and youth in the processes of policy formulation. This in itself mitigate against any untimely abrogation of policy processes. Norsaac will also maintain its partisanship neutrality. This will ensure that regardless of change in government, Norsaac's programming particularly its advocacy agenda
	Frequent changes in state institutional leadership and transfer of key staffs	H	L	Key contact persons in state institutions shall be capacitated to keep an up to date file of the institutions work with Norsaac.

				There shall be detailed orientation and engagements of new leadership and staffs of partnering or collaborating institutions.
	Dwindling Donor funding	H	M	Norsaac has new fundraising strategy that include local fund raising and social enterprising. Also, Norsaac will continue to maintain its results delivery as a strategy that has always pulled donors to the organisation.
	INTERNAL RISK			
2	Low confidence of staff to provoke and lead national discussions despite known capacities that staffs possesses	M	H	A capacity building and enhancement plan shall be developed, committed to and implemented for the strategic document An orientation policy and system shall also be developed, committed to and implemented for this strategy.
4	Emerging issues that present opportunity for engagements may elude Norsaac	L	H	Norsaac shall operationalize its Fellows position of the organogram to involve in its staff strength, professionals who are on-top of women, youth and children issues in Ghana and the Sub-Region

	New organogram not operationalized timely	L	H	Timelines will be put to the operationalization of the new organogram
	Required logistics for implementation of the strategic document may not be adequately provided	M	H	Logistical needs of the strategic document will be analyzed, budgeted for and committed to its provision and management Logistics management policy shall be developed, implemented and committed to
	Security threats to Norsaac and its staffs from both stakeholders and citizens	M	H	The capacity building plan of the strategic document shall include security trainings. Contemporary security systems shall be procured to guarantee minimum security of the offices and staff.
	Possibility of physical damage/harm to Norsaac facilities and staff	L	H	All Norsaac's capital assets have been insured.
	Staff may not be well motivated to deliver on the strategic document	M	H	Highly competitive remuneration schemes and conditions of work shall be designed and executed for the strategic document

	Inability to raise funds needed to deliver the strategic document	M	H	<p>The fundraising strategy shall be reviewed to respond to this strategic document.</p> <p>The inclusion of social enterprising, formalized and costed expertise of Norsaac to others as well as work with private sector are inherent risk mitigation measures of the strategic document.</p>
5	Branding and visibility of Norsaac may be poorly costed and implemented	M	H	<p>The whole strategic document shall be costed and this shall cover branding and visibility as key outcome areas</p> <p>Branding and visibility shall be made an inherent part of all fundraising actions of Norsaac.</p>

10. Results Matrix

Outcome	Indicator(s)	Target	Baseline	Milestone 2020	Milestone 2021	Milestone 2022	Milestone 2023	End Target 2024
NSOs	<i>You can have more than one indicator for each outcome</i>	<i>Number to reach by the end of 2024</i>	<i>Status of the indicator in 2019</i>	<i>Desired target by end 2020</i>	<i>Desired target by end 2021</i>	<i>Desired target by end 2022</i>	<i>Desired target by end 2023</i>	<i>Desired target by end 2024</i>
NSO 1. Policies and legislations in place and implemented to protect, respect and promote the rights of children, women and youth in Ghana and the sub region	<i># of policies related to Women, Youth and children identified in Ghana and the sub-region</i> <i># and nature of actions taken on policies and laws related to Women,</i>	<i>At least 5 policies related to Women, Youth and children identified in Ghana and the sub-region and actions taken on them</i> <i>Significant changes</i>	<i>Current national legislations and policies on women, children and youth have gaps and weak implementation plans</i> <i>Some National policies on women and youth</i>	<i>At least one policy each related to youth, women and children identified for advocacy and policy reforms</i> <i>Evidence on identified policies</i>	<i>Mass movement of citizens and their networks increased activism on policies and laws to protect, respect and promote rights of women and youth.</i>	<i>Increased advocacy for implementation of policies and legislations that protect, respect and promote the rights of women, children and youth through networks</i>	<i>Evidence of influence on policies and laws reviewed or enacted are available</i> <i>Networks of youth and women influencing the policy space</i>	<i>At least one Legislation on women and children formulated or old ones reviewed</i> <i>Increased recognition and respect for women, youth and their networks</i>

	<i>Youth and children identified</i>	<i>observed on improved policies and laws protecting and promoting rights of children, women and youth in Ghana.</i>	<i>not being implemented.</i> <i>Low activism of children, women and youth on policies and legislations promoting their rights</i>	<i>and laws available to leverage advocacy.</i> <i>Summary of laws and policies protecting and promoting rights of youth and women in place</i>				<i>A number of policies identified being implemented</i>
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<p>NSO 2.</p> <p>Women, children and youth, their networks alliances and movements in place and working effectively together to hold key actors accountable and responsive.</p>	<p><i># of Women, children and youth, networks/alliances/movements in place and working effectively together.</i></p> <p><i># of policy influencing campaigns undertaken by the networks of women and youth</i></p>	<p><i>5 Women, children and youth networks/alliances/movements in place in each region working effectively together.</i></p> <p><i>At least one accountable engagement held annually by Women, children and youth networks/alliances/movements with key actors</i></p>	<p><i>There are weaker networks and collaborations among the few movements and alliances in Ghana</i></p>	<p><i>Women, children and youth networks/alliances/movements in Ghana mapped out and structured</i></p>	<p><i>The consciousness of women, children and youth networks built on the policies and road map drawn for actions</i></p> <p><i>National coordination meetings held among youth and women networks</i></p>	<p><i>Increased interface between and among right holders and duty bearers for improved accountable and responsive governance access to gender responsive public services and reducing care burden amongst women</i></p>	<p><i>The networks of women, children and youth influencing the policy space</i></p>	<p><i>National level state structures recognize and create space for inputs of the women and youth networks on national planning issues.</i></p> <p><i>Documented evidence of networks influences on policy space in place</i></p>
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NSO 3. Organizational strength and sustainability of Norsaac established	<p><i># of organizational policies in place and actively working</i></p> <p><i># Nature of staff and their responses to development issues.</i></p> <p><i>% increase in organizational annual income</i></p> <p><i># and nature of relationship built with sub-regional and global stakeholders</i></p>	<p><i>All organizational policies meet international standard.</i></p> <p><i>High quality and responsive staff</i></p> <p><i>20% increase of annual income.</i></p> <p><i>Secure at least five participations at ECOWAS, AU, UN and similar</i></p>	<p><i>5 existing policies need review and 4 new policies needed.</i></p> <p><i>Staff are held back in occupying spaces.</i></p> <p><i>An average of 12% annual income increment.</i></p>	<p><i>New strategic document duly launched and operational</i></p> <p><i>All needed policies for effective operations in place.</i></p> <p><i>80% of staff undergo capacity building to match their roles</i></p>	<p><i>80% compliance to organizational policies is achieved.</i></p> <p><i>New organogram fully implemented and mandatory positions filled up</i></p> <p><i>Increased quality of response to Norsaac events and proposals</i></p> <p><i>80% of staff undergo capacity</i></p>	<p><i>Social enterprise and other fundraising models for Norsaac fully developed, operational and yielding significant dividends</i></p> <p><i>80% of staff undergo capacity training to match their roles</i></p> <p><i>Norsaac Secures at least one annual</i></p>	<p><i>All organizational policies reviewed/updated to respond to national and international standards</i></p> <p><i>Norsaac reconstitutes Board and develops appropriate guidelines for it</i></p> <p><i>80% of staff undergo capacity training to match their roles</i></p>	<p><i>Norsaac demonstrates capability to maintain all staff for the next five years</i></p> <p><i>80% of staff undergo capacity training to match their roles</i></p> <p><i>100% compliance to organizational policies is achieved.</i></p>

	<p><i>and networks.</i></p> <p><i># and nature of logistics for operations.</i></p>	<p><i>global platforms.</i></p> <p><i>Well-resourced offices for operations.</i></p>	<p><i>Norsaac has ECOSOC status but has not registered with ECOWAS and AU.</i></p> <p><i>Under resourced and Inadequate logistics for operations</i></p>	<p><i>Improved financial management and accounting systems.</i></p> <p><i>Norsaac Secures at least one annual participation at ECOWAS, AU, UN and similar global platforms.</i></p>	<p><i>training to match their roles</i></p> <p><i>Norsaac Secures at least one annual participation at ECOWAS, AU, UN and similar global platforms.</i></p>	<p><i>participation at ECOWAS, AU, UN and similar global platforms.</i></p> <p><i>Norsaac Secures at least one annual participation at ECOWAS, AU, UN and similar global platforms.</i></p>	<p><i>Norsaac Secures at least one annual participation at ECOWAS, AU, UN and similar global platforms.</i></p>
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<p>NSO 4.</p> <p>Norsaac is visible and recognized as a leading actor on women, children and youth in Ghana</p>	<p><i># and nature of national platforms created or occupied</i></p> <p><i># and nature of sub-regional platforms created or occupied</i></p>	<p><i>Norsaac holds at least 10 National publicity events (public lecture, conferences) with quality national participation and publicity</i></p>	<p><i>Norsaac has relatively weak presence at the national and sub-regional level</i></p>	<p><i>Enhanced physical/v irtual visibility at the national capital of Ghana.</i></p>	<p><i>Increased Norsaac’s visibility on regional, national and international media.</i></p> <p><i>National publicity events organized (public lecture, conferences , fora, lunching of projects etc)</i></p>	<p><i>Increased role of Norsaac on issues at all levels on women and youth in Ghana.</i></p>	<p><i>Norsaac creates and occupies platforms at the national level</i></p>	<p><i>Norsaac Secures at least one annual participation at ECOWAS, AU, UN and similar global platforms</i></p> <p><i>Increased publication and documentati on of Norsaac’s work at national and international media</i></p>
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11. Estimated Budget for the Strategy Period

ESTIMATES FOR IMPLEMENTATION OF NORS AAC STRATEGIC PAPER III - (NSP III) 2020 - 2024													
Activity Code	Budget Line	Estimates (GHe) 2020	Estimates (US\$) 2020	Estimates (GHe) 2021	Estimates (US\$) 2021	Estimates (GHe) 2022	Estimates (US\$) 2022	Estimates (GHe) 2023	Estimates (US\$) 2023	Estimates (GHe) 2024	Estimates (US\$) 2024	Total Estimates (GHe)	Total Estimates (US\$)
BUDGET FOR OPERATIONAL COST - STRATEGIC OBJECTIVES													
NSO/KS	DESCRIPTIONS	Estimates (GHC) 2020	Estimates (US\$) 2020	Estimates (GHC) 2021	Estimates (US\$) 2021	Estimates (GHC) 2022	Estimates (US\$) 2022	Estimates (GHC) 2023	Estimates (US\$) 2023	Estimates (GHC) 2024	Estimates (US\$) 2024	Total Estimates (GHC)	Total Estimates (US\$)
		YEAR ONE		YEAR TWO		YEAR THREE		YEAR FOUR		YEAR FIVE			
	Projected Exchange Rate		6.38		6.98		7.59		8.21		8.82		
NSO 1	Policies and legislations in place and implemented to protect, respect and promote the right of children, women and youth in Ghana and the sub region	976,068	153,059	1,870,000	267,735	1,800,000	237,044	1,400,000	170,622	1,240,000	140,661	7,286,068.00	969,120.90
	SUB TOTAL NSO 1	976,068.00	153,059.49	1,870,000.00	267,734.55	1,800,000.00	237,043.59	1,400,000.00	170,622.26	1,240,000.00	140,661.02	7,286,068.00	969,120.90
NSO 2	Women and youth, their networks alliances and movements in place and working effectively together to hold key actors accountable and responsive	2,221,424	348,347	1,790,000	256,281	2,180,000	287,086	1,740,000	212,059	1,150,000	130,452	9,081,424.00	1,234,224.29
	SUB- TOTAL NSO 2	2,221,424	348,347	1,790,000	256,281	2,180,000	287,086	1,740,000	212,059	1,150,000	130,452	9,081,424	1,234,224
NSO 3	Organizational strength and sustainability of NORS AAC established	1,261,424	197,807	1,090,000	156,059	1,305,000	171,857	1,420,000	173,060	1,640,000	186,036	6,716,424.00	884,817.86
	SUB- TOTAL NSO 3	1,261,424	197,807	1,090,000	156,059	1,305,000	171,857	1,420,000	173,060	1,640,000	186,036	6,716,424	884,818
NSO 4	NORS AAC is visible and recognized as a leading actor on women and youth in Ghana	791,424	124,105	810,000	115,971	1,010,000	133,008	1,290,000	157,216	1,480,000	167,886	5,381,424.00	698,185.36
	SUB- TOTAL NSO 4	791,424	124,105	810,000	115,971	1,010,000	133,008	1,290,000	157,216	1,480,000	167,886	5,381,424	698,185
	SUB-TOTAL PROGRAMME/DIRECT OPERATIONAL COST	5,250,340	823,318	5,560,000	796,045	6,295,000	828,994	5,850,000	712,957	5,510,000	625,034	28,465,340	3,786,348
Administrative/Overhead Expenses													
Admin	Administrative Overheads	777,682.70	121,950.23	831,785.46	119,089.68	849,864.22	111,919.37	969,722.47	118,183.03	878,173.89	99,616.80	4,307,228.74	570,759.11
Admin	Staff Cost	978,821.96	153,491.34	1,076,704.16	154,155.56	1,184,374.57	155,971.34	1,302,812.03	158,777.67	1,433,093.23	162,564.80	5,975,805.95	784,960.70
Admin	Capital Expenditure	429,860.00	67,407.34	45,796.00	6,556.78	296,833.20	39,090.23	47,745.40	5,818.88	48,264.00	5,474.89	868,498.60	124,348.11
Admin	Sub Total: Administrative Budget	2,186,364.66	342,848.91	1,954,285.62	279,802.02	2,331,071.99	306,980.93	2,320,279.90	282,779.57	2,359,531.12	267,656.49	11,151,533.29	1,480,067.93
Grand Total		7,436,704.66	1,166,166.90	7,514,285.62	1,075,847.00	8,626,071.99	1,135,975.05	8,170,279.90	995,736.87	7,869,531.12	892,690.52	39,616,873.29	5,266,416.34

ORGANOGRAM

