

# INVESTMENT OPPORTUNITY



The Anglican Relief and Development Fund<sup>®</sup>



## GHANA: YOUTH IN SLUMS LEARN JOB SKILLS AND GROW IN FAITH

Construction of a New Youth Center Provides Opportunities for Training and Fellowship



Young people in Ghana face high rates of unemployment. Many students, especially girls, drop out of school. One solution to help young Ghanaians become more employable is a proposed Youth Development Center where they can learn new skills.

### PROJECT OVERVIEW

**CONTEXT:** Ghana's youth face difficult challenges as they grow into adulthood. Today's youth must deal with political violence, armed robbery, rampant drug and alcohol use, and a lack of jobs. High unemployment among youth and a lack of a social support system puts great pressure on the government to develop job creation strategies and other supports. But the problem is so great that there are not enough resources to resolve the problem.

**NEED:** The Otinbi area in the Legekuku-Krowor community is one of the poorest suburbs in greater Accra. Families have an average of six children. Illiteracy is widespread and those without formal education are not able to get a good job. People struggle to survive by doing odd jobs and small trading. Families' small income is spent meeting basic needs. Many girls drop out of school, some to take care of ailing family members. Without meaningful employment, some young people turn to gangs, petty theft and illegal drugs. This can result in homelessness, prostitution and teenage pregnancies. Hospitals report rising rates of HIV/AIDS infection among young people.

**SOLUTION:** With \$89,010 from the Anglican Relief and Development Fund (ARDF), the Anglican Diocese of Accra will build a Youth Development Center on four acres of land it owns in the Otinbi area. The center will provide young people ages 17 to 25 with a place to gather for spiritual, educational and physical development. To develop job skills, training will include vocational and technical skills, computer skills and adult education. The center will offer recreational facilities, a community library and a youth savings and credit cooperative. The center will also serve as an evangelistic catalyst for Bible-based mentoring, counseling and leadership development for young people.

### LIFE IMPACT

**Benefits 500 people:**

- 300 youth will receive training in vocational and technical skills, computer skills and adult education; they will also benefit from a saving and credit cooperative
- 200 young people and their families will grow spiritually, recommitting their lives to Christ, getting baptized and attending church more regularly

### PROJECT PROFILE

ID: ARDF-0517-Accra

Lead Ministry

**ANGLICAN DIOCESE OF ACCRA**



**LIVES IMPACTED** 500

**SECTOR** Vocational Education

**AMOUNT REQUESTED** \$89,010

**COST PER BENEFICIARY** \$178.02

**TIMELINE** 18 MONTHS

### IN THEIR OWN WORDS

*"The training I received helped me to start my own business. It is [a] program I will always urge every young man in the Anglican diocese of Accra to participate in. I initially was reluctant and did not want to join the program, but when I did so, I have never regretted the decision to join. I learned and gained a lot ... It is a program that brings together young people to learn and become better people in the community. ... I encourage young people to participate in this program because it [is] through this that we will create jobs and wealth for our people."*

— David Obisama, entrepreneur and beneficiary



## WHAT IT'S LIKE NOW



*"The World Bank in its latest report on jobs in Ghana has revealed that about 48 percent of the youth in the*

*country, who are between 15-24 years, do not have jobs. The report dubbed the 'Landscape of Jobs in Ghana,' explores the opportunities for youth inclusion in Ghana's labor market. In Ghana, youth are less likely than adults to be working: in 2012, about 52 percent of people aged 15-24 were employed (compared to about 90 percent for the 25-64 population), a third were in school, 14 percent were inactive and 4 percent were unemployed actively looking for job[s]. Young women in the same age group are particularly disadvantaged and have much higher inactivity rates than men: 17 percent of young females are inactive as opposed to 11 percent of males."*

— "48% Ghanaian youth jobless," World Bank, <http://citifmonline.com/2016/05/12/48-ghanaian-youth-jobless-world-bank/>, May 12, 2016

## PROJECT DESIGN

The Diocese of Accra will construct a youth center in the Otinbi area of Accra. It will become a Christian gathering place that offers programs that raise up and empower young people. The center will make Jesus and the church more visible in the area through its teachings, Bible study and prayer. The center will also provide mentoring and programs that address issues such as school drop-outs, prostitution, teenage pregnancies, illegal drugs and HIV/AIDS.

A diocesan development committee will oversee the implementation of this project. Competitive bidding will be used to select a qualified construction contractor. The diocese will then hire an architect to design the building and submit plans to government engineers for approval. Diocesan leaders will also hire skilled artisans to complete the construction, which will take approximately 11 months. Construction, which will be done in four phases, includes a dormitory, conference room, classrooms, administrative and staff room, a kitchen, recreational area, computer area and library. The fourth phase will include equipping the center for vocational training.

Once completed, the building will be inspected before an occupation certificate can be issued by the government. At this point, student admission can take place. The diocese's Mothers Union, community elders, local police and other local churches will be involved in the selection and vetting of those to be admitted. Applicants will be interviewed to determine their suitability and skill interests. A registration fee will be charged to those seeking admission, but those who cannot afford the fee will also be considered.

In the first year, 300 young people will receive training in vocational and technical skills, computer training and adult education. Recreational facilities like the community library will be established to make the center attractive to young people. The diocese will partner with church members who own businesses to provide both internship and jobs for youth completing the training. In addition to skills training, the Diocese of Accra clergy and laity will provide Christian leadership training to the young people.

**Measuring impact.** A diocesan development committee will oversee construction and compile quarterly progress and expense reports. The committee will meet quarterly to evaluate construction progress and then, upon completion, determine the center's effectiveness at meeting project goals. Daily activities will be overseen by a project manager who answers to Bishop Daniel Torto and a board of five individuals.

### PROJECT BUDGET

#### ITEM

Building's foundation
Super structure
Windows and doors
Staff
Research and evaluation
Land
Roof
Electrical
<b>TOTAL</b>

### SOURCES OF FUNDS

BUDGETED	LOCAL/OTHER
\$20,500	\$6,000
\$22,150	\$12,540
\$15,500	
	\$15,000
\$11,610	
	\$11,460
\$11,250	\$3,000
\$8,000	\$3,000
<b>\$89,010</b>	<b>\$51,000*</b>

### HOW YOU CAN CONTRIBUTE

For \$11,250, you can supply the materials and labor for a roof.  
For \$15,500, you can supply the windows and the doors.  
For \$20,500, you can build the foundation for the center.

#### NOTES

\* reflects ARDF funding 64 percent of the project, with the Diocese of Accra and community providing the remaining 36 percent of the project's cost



**IMPLEMENTER FINANCIALS\*** 

This project adheres to some or all of this sector's established best practices

<b>INCOME</b>	<b>2013</b>	<b>%</b>	<b>2014</b>	<b>%</b>	<b>2015</b>	<b>%</b>
Assessment	\$552,719	64	\$565,856	68	\$689,214	60
Sundry funds	\$229,454	27	\$188,403	23	\$218,583	19
Other	\$77,185	9	\$77,188	9	\$234,848	21
<b>TOTAL</b>	<b>\$859,358</b>		<b>\$831,447</b>		<b>\$1,142,645</b>	
<b>EXPENDITURES</b>	<b>2013</b>	<b>%</b>	<b>2014</b>	<b>%</b>	<b>2015</b>	<b>%</b>
Salaries and wages	\$385,144	70	\$379,710	64	\$504,394	61
Miscellaneous	\$37,867	7	\$31,839	5	\$80,367	10
Property	\$33,451	6	\$38,389	6	\$44,575	5
Diocese office	\$22,325	4	\$25,088	4	\$41,423	5
Ministry programs	\$31,358	6	\$28,780	5	\$42,782	5
Diocesan Evangelical Committee	\$14,085	3	\$63,600	11	\$45,264	5
Diocesan training and capacity building	\$12,807	2	\$15,511	3	\$50,975	6
Clergy pension	\$11,055	2	\$11,296	2	\$13,784	2
Synod	\$2,297		\$1,587		\$3,646	1
<b>TOTAL</b>	<b>\$550,389</b>		<b>\$595,800</b>		<b>\$827,210</b>	
<b>SURPLUS / (DEFICIT)</b>	<b>\$308,969</b>		<b>\$235,647</b>		<b>\$315,435</b>	

**NOTES:**

\*Income and expenditures reported in U.S. dollars

**INCOME:** The Diocese of Accra uses an accrual basis to report its finances. In 2014, income declined 3% from the previous year. However in 2015, income rose 37% from 2014 amount, with 22% of the increase attributed to more assessment income. Miscellaneous funds dipped slightly in 2014, but rose 16% in 2016. This represents an average of 27% of the diocese's income over the three-year period. These funds come from special donations at Easter, the diocesan week, funds for diocesan activities, the diocese's endowment funds and revenue from the car park. Other sources of income remained unchanged in 2013 and 2014, but increased by 204% in 2015. This change represents 55% of the total increase and is attributed to \$129,253 increase in miscellaneous income from 2014.

**EXPENSES:** Total expenses increased 33% over the three-year period. Expenses are matched to the funding sources and balances are carried forward into the next year. Salaries and wages represent an average of 65% of the diocese's expenditures. Miscellaneous expenses remained unchanged in 2013 and 2014, but increased to 8% of total expenditures in 2015 due to an increase of \$53,880 in miscellaneous expenses in 2015, from \$2,486 in 2014. Property expenses represent 4% of total expenditures over the three-year period. Assessment expenses remained relatively unchanged and represent an average of 38% of the diocese's total expenditures.

**RISK ANALYSIS**



Low: 1, Low/Medium: 2, Medium: 3, Medium/High: 4, High: 5 

**CONCEPT: 1**

Christian traditions of social engagement and outreach are at the heart of the Diocese of Accra. In Ghana, like many other developing countries, millions of young people are unemployed because they lack the skills needed to compete in the ever-changing job market. This program will prepare some of them to earn an income while building positive lives. This is a timely initiative that provides job skills and a place to gather for spiritual, educational and physical development.

**PROGRAM DESIGN & EXPERIENCE: 2**

The Diocese of Accra has a strong track record in education and has successfully helped with the construction of several schools and clinics. Project leaders have experience implementing similar training programs, though on a smaller scale. The local community and Diocese of Accra is involved by providing 36 percent of the cost of the program.

**LEADERSHIP: 1**

Diocesan leadership is strong. Leaders have been with the diocese for years and come highly recommended. Project leaders are known as people of integrity and have appropriate academic and professional backgrounds.

**FINANCIAL CONTROL: 3**

The Diocese of Accra has stable management, secure wire transfer methods and externally audited financial statements. However, the governing board is not independent, as they are all members of the Anglican Church. In 2016, there was a 200 percent increase in miscellaneous income over the previous year and subsequent increase in miscellaneous expenditures. The diocese did not offer an explanation for this large increase.

**SUSTAINABILITY: 2**

The local community has shown its support for this project by donating land where the center will be constructed. Further, the community will contribute labor. The diocese will allocate funds for running the youth center in its annual operating budget. There will also be a special offering taken on a quarterly basis at churches that support the center.

**EXTERNAL: 2**

Ghana is a politically stable country. In the past, it has gone through economic challenges but come out stronger. This project could face delays, as all construction phases require approval by the city planning authority, a process sometimes fraught with delays and bureaucracy.



## LEADERSHIP PROFILES

Victoria Mensah Oku is the director of administration for the Diocese of Accra Secretariat. She has held this position since 2008. Her background includes:

- a bachelor's degree in political science from University of Ghana, Accra
- a master's degree in public administration from Hague University, Netherlands
- a certificate in development planning, faculty of Environment Studies, University of London, and a certificate in a special management improvement program for civil servants, Ghana Forces Staff College, Accra
- former chief director, Ghana Civil Service, Accra
- former director of administration and conferences, African Union, Addis Abba

The Rev. Robert Jodjo Anamoa Nyann is an ordained priest and director of programs for the Diocese of Accra. His background includes:

- a chartered accountant, Institute of Chartered Accountants, Accra
- former high school teacher, Labone Secondary School, Accra
- certificates in ministry from the International Theological Seminary in Accra and the Theological Seminary, Legon Accra

## REFERENCES

*"An important part of Diocese of Accra's mission is to raise up and empower the youth to become better citizens and Christ followers. Diocese of Accra's Youth Center will be the first institution that provides holistic ministry to people of Otinbi area in the Legekuku-Krowor community by offering compassion, hope and a helping hand. Vocational skills training that combines with the Gospel of Jesus Christ, in my opinion, is greatly needed in this community. I have high hopes that this project will have a tremendous impact on the community. The youth will become the foundation for positive change throughout the whole community for generations to come."*

– Alexis Danikuu, founder, Center for Development Initiative, Accra

*"Bishop Daniel Sylvanus Mensah Torto ... believes that the diocese should work towards relieving people's suffering, especially the young people, by providing spiritual, educational and health needs."*

– the Rev. Charles Adu Twumasi, church relations and program manager, Bible Society of Ghana

## RESEARCHER'S STATEMENT



**Frederick Barasa**  
Sr. Research Analyst  
May 2017



It is crucial to recognize that young people are social beings who want to be connected to their communities, to grow into caring adults, and to be supported, accepted and nurtured. Effective youth development programs can help compensate for the deficiencies in Ghana's social and economic structures that are not meeting the needs of today's young people. Providing education is an important tool that will instill youth with employable skills.

### IMPLEMENTER'S INSPIRATION

*"... to give prudence to the simple, knowledge and discretion to the youth – Let the wise hear and increase in learning, and the one who understands obtain guidance."*

– Proverbs 1:4-5, ESV

## HOW TO FUND THIS PROJECT

### PROJECT RECAP

ID - ARDF-0517-Accra  
 Timeline - 18 months  
 Requested - \$89,010  
 Modified - 071117

For information about the Fund or Projects, write to:  
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