

INVESTMENT OPPORTUNITY



The Anglican Relief and Development Fund[®]



GHANA: DIOCESE ADDS GIRLS DORMITORY AT SECONDARY SCHOOL

Housing Designed to Boost the Education of Girls and Improve Literacy Rates



While boys and girls currently attend St. John's Anglican Senior High School in Tamale Diocese in Ghana, there is only housing for 38 girls. This project would bring that number up to 118.

PROJECT OVERVIEW

CONTEXT: In Bawku West District in Northern Ghana, half of the population is younger than 18. An estimated 80 percent of the residents are farmers, with the rest raising livestock. The district has only four secondary schools to accommodate 11,049 students, ages 15 to 19. In response to the scarcity of secondary schools, the Anglican Diocese of Tamale established St. John's Anglican Senior High School in 2014 in Yelwoko village to serve secondary-school aged students.

NEED: Despite the 99 percent literacy rate for Ghana's youth, children – especially girls in rural areas – have limited access to high school education. In fact, the national literacy rate for females is less than 70 percent. In the area where this project is located, 36 percent of girls 15 and older have never even attended school. Of those who have attended school, only 3 percent went on to high school. Currently, some students at St. John's Anglican Senior High School live in overcrowded quarters, which itself poses a health risk to the entire school, especially since it is located in an area where there have been previous meningitis outbreaks. Others girls are housed in nearby homes, which can put them at risk of abuse.

SOLUTION: The Anglican Relief and Development Fund wants to help the Anglican Diocese of Tamale construct a girls dormitory at the high school. It would boost female enrollment from 38 to 118. The dormitory will be equipped with beds, bathrooms and toilets. By providing safe accommodations, the diocese hopes to see more girls enrolling and completing their secondary school education. The diocese has already secured the land and labor from the community, which demonstrates people's commitment to serve female students.

LIFE IMPACT

Benefits 190 people, some in multiple ways:

- 80 girls will have safe accommodations at the dormitory, allowing them to live and learn in a safe environment
- 118 female students will experience better health due to a reduction in infectious diseases that result from the current congested conditions
- 190 members of the student body will experience an improved learning environment due to improved accommodations for the female students

PROJECT PROFILE

ID: ARDF-0417-Tamale

Lead Ministry

ANGLICAN DIOCESE OF TAMALE



LIVES IMPACTED 190

SECTOR Education

AMOUNT REQUESTED \$92,542

COST PER BENEFICIARY \$487.07

TIMELINE 12 MONTHS

IN THEIR OWN WORDS

In 2014, the Anglican Diocesan Development and Relief Organization (ADDRO) provided 50 women with a food processing program, which improved the quality of the processed food they sold. Through this intervention, Anamzei Abambisida, a 41-year-old mother of six children from Kpantarigu, Ghana, received two bags of shea nuts. By mid 2016, she was able to begin selling shea butter. Today, her business is worth 650 percent more than her startup costs. She is able to purchase food to supplement what she raises, register for health insurance and pay the school fees for her children, including two at the senior high school.

"This would have eluded me but for the intervention of ADDRO and its partners," Abambisida said.

WHAT IT'S LIKE NOW



Over the past 10 years, Ghana's Ministry of Education has invested in improving access to secondary school education as shown in the 2015 Education Sector Performance Report. "Admission in to the first year of Senior High School (SHS) has increased over the last three years, as efforts have been made to expand the capacity of the public SHS sector... The 2014/15 annual school census recorded 562 public SHS indicating an increase of 6 from the last exercise... The private SHS similarly recorded [an] increase in the number of schools by 17 resulting in 301 private SHS in the country."

— Ministry of Education, Education Sector Performance Report 2015, <https://s3.amazonaws.com/ndpc-static/CACHES/PUBLICATIONS/2016/03/22/>

"In addition to improved access, the gross enrollment rate increased from 43.9 percent in 2013-2014 to 45.6 percent in 2014-2015. In addition, the percentage of female enrollment has improved since 2013-2014 and has reached 47.4 percent. SHS completion rates have also improved with a 4 percent increase from 2013-2014 academic year to 44 percent in 2014-15.

— Ministry of Education, Education Sector Performance Report 2015, <https://s3.amazonaws.com/ndpc-static/CACHES/PUBLICATIONS/2016/03/22/>

PROJECT DESIGN

The Anglican Diocese of Tamale is seeking to expand its current student housing from 38 female secondary school students by an additional 80 girls. The targeted students currently travel long distances, live in very congested facilities or stay in nearby homes where they face several challenges that affect their studies.

The project includes the construction of new dormitories that will house the girls and alleviate the congestion of the existing dormitories that now accommodate 38 female students. The new facilities will offer 16 rooms with 10 separate showers and toilets for the 80 girls. Based on the architectural design provided by the diocese, the facilities will also include a laundry area and ample outdoor space for the students to use during their leisure time.

The dormitories will be connected to the national electricity grid for power and water, which will be provided by a borehole on the school premises. Students will pay 100 Ghana Cedis (\$25) a year to stay at the facilities. The funds will be used to cover the dormitory's utility and maintenance expenses.

The facilities will be constructed in proximity of the school on land donated by the community. The value is estimated to be about 10 percent of the overall construction costs. In addition, community members will provide labor and additional materials, estimated to cost \$36,064. Architectural designs were approved by the diocesan board. With no building permits required, the construction will commence upon receipt of funds and is expected to be completed within six to eight months.

The assistant project manager will report to the project manager and be responsible to components of the project, as assigned by the project manager. The steering committee will meet with the project manager and assistant project manager monthly to review progress of the project and approve plans for the next quarter.

Measuring impact. A five-member steering committee chaired by the bishop of the Tamale Diocese will be established to oversee the project. The committee will review and approve a detailed work plan for the project. The project manager will be accountable to the steering committee and responsible for the day-to-day management of the project. He will prepare a detailed project implementation plan for review and approval by the steering committee, submit monthly and quarterly reports, and financial reports to the steering committee.

PROJECT BUDGET

ITEM

Fixtures and finishing¹
Construction²
Research and evaluation
Preliminary groundwork³
Contingency
Electrical installation
TOTAL

SOURCES OF FUNDS

BUDGETED	LOCAL/OTHER
\$36,629	
\$24,359	\$36,064
\$12,071	
\$9,869	
\$4,814	
\$4,800	
\$92,542	\$36,064⁴

HOW YOU CAN CONTRIBUTE

For \$304, you can cover the construction costs for one girl
For \$4,800, you can provide the electric lines for the new dormitory that will serve 80 girls
For \$9,869, you can prepare the land for construction and dig the foundation

NOTES

¹ includes the cost of windows, doors, stairs, surface finishes, furniture and equipment for the dormitories

² includes large precast concrete slabs, structural carcassing in metal and timber, masonry, labor costs and building sundries

³ includes clearing the land prior to construction and digging the foundation

⁴ reflects the diocese's contribution in terms of labor and other construction materials, such as stones



IMPLEMENTER FINANCIALS*

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

INCOME	2014	%	2015	%	2015	%
Foreign donations	\$41,205	54	\$28,802	46	\$46,886	61
Generated income	\$15,494	20	\$12,870	21	\$23,469	30
Local donations	\$2,146	3	\$8,442	13	\$5,997	8
Offering and tithes	\$1,623	2	\$1,306	2	\$1,401	2
Interest	\$1,137	2	\$7,862	13		
Foreign exchange gain	\$13,706	18	\$3,281	5	\$(577)	(1)
Other	\$961	1	\$219		\$20	
TOTAL	\$76,272		\$62,782		\$77,196	
EXPENDITURES	2013	%	2014			
Staff salaries and benefits	\$11,229	21%	\$13,516	11%	\$11,837	22%
Trainings and workshops	\$16,602	30%	\$20,461	17%	\$19,988	36%
Construction and renovation	\$8,398	15%	\$66,823	54%	\$3,792	7%
Travel	\$6,532	12%	\$4,625	4%	\$7,837	14%
Repairs and maintenance	\$1,630	3%	\$967	1%	\$1,333	2%
Administrative expenses	\$9,132	17%	\$9,802	8%	\$9,573	17%
Diocesan program expenditures	\$1,194	2%	\$6,726	5%	\$579	1%
TOTAL	\$54,717		\$122,920		\$54,939	
SURPLUS / (DEFICIT)	21,555		(60,138)		22,257	

INCOME: Foreign donations for earmarked projects declined in 2015 but increased to previous levels in 2016. The diocese generated income from the sale of harvest, a parish assessment and a rental property. It remained steady at 20 percent over the three-year period. A 30 percent decline in the Ghanaian currency against the USD in 2015 and a 52 percent decline in 2016 resulted in a lower foreign exchange income and a loss in 2016.

EXPENSES: Total expenses over the three years remained within the diocese's revenue stream. However construction expenditures in 2015 represented half of the diocese's expenses, consumed the surplus funds and led to an undesirable income-to-expense ratio of 0.5. The 2016 income-to-expense ratio of 1.41 indicates a return to financial stability compared to the 2014 ratio of 1.39.

RISK ANALYSIS



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

CONCEPT: 1

This project is in a remote area with only four other secondary schools. Long distances to existing secondary schools and congested facilities in the current school inhibit many girls from continuing their education, especially those girls who face physical harm on their way to or from school. Providing safe accommodations for female students encourages them to participate in their education with minimal hindrances.

PROGRAM DESIGN & EXPERIENCE: 2

The diocese has designed the project to meet the needs of its female students. A review of the construction plans and bills show that they are in line with the requested budget. A 5 percent contingency line in the budget will be used to respond to unforeseen expenses during construction. Over the past 40 years, the Diocese of Tamale has successfully implemented several development projects under the Anglican Diocesan Development and Relief Organization. These include the establishment of 42 primary and junior high schools, the establishment of health facilities.

LEADERSHIP: 1

The diocesan leadership includes the Rt. Rev. Dr. Ayebo, who has successfully initiated development projects for the diocese. The diocesan development board is responsible for approving projects and the use of funds. For this project,

a steering committee composed of seven members will oversee the project manager and ensure compliance to the project's goal and budget.

FINANCIAL CONTROL: 2

The Diocese of Tamale has provided externally audited financial statements for the past three years. An analysis of those statements shows expenditures within revenue and no deficits. The diocese has a healthy financial outlook. However, the governing board is not independent, as they are all members of the Anglican Church.

SUSTAINABILITY: 1

Once the construction is completed, the only financial requirement for the project will be maintenance of the facility. This will not be necessary for the first five years after the construction, and student fees should cover maintenance costs, in addition to supporting other church activities.

EXTERNAL: 1

The Diocese of Tamale is depending on the community to contribute land and part of the labor for this project. This project's geographic location is not prone to natural or man-made disasters.



LEADERSHIP PROFILES

The Rt. Rev. Dr. Jacob Ayeebo, Diocesan Bishop, Diocese of Tamale, has been working for the diocese for 27 years. His background includes:

- executive director of the Anglican Diocesan Development and Relief Organization
- dean of the Anglican Cathedral in Tamale and parish priest
- served from 2009-2016 as a member of the Council of State, a 25-member body that advises the president of the Republic of Ghana on social and political issues
- a doctorate in missiology from North West University, South Africa
- a master's degree in mission and development studies, University of Sheffield, UK
- a bachelor's degree in theology and ministry, University of Durham, UK
- license in theology, St. Nicholas Theological Seminary, Cape Coast, Ghana

Dennis Donkor, project manager, will implement this project under the supervision of the diocese's steering committee. His background includes:

- current diocesan estate manager, with extensive experience in management and supervision of construction projects
- a bachelor's degree in construction technology, Kwame Nkrumah University of Science and Technology, Ghana
- a certificate in construction, Tamale Polytechnic, Ghana and a diploma in education, University of Cape Coast, Ghana

REFERENCES

"The Rt. Rev. Dr. Jacob Ayeebo's outstanding leadership has been demonstrated repeatedly in several areas. For instance in 2002, when Dr. Ayeebo took over the leadership of the Anglican Diocesan Development and Relief Organization (ADDRO), the only partner at the time ended its partnership relationship with the organization due to donor fatigue. This brought a general cry from church members, the communities that were beneficiaries of the activities of ADDRO and staff. But Dr. Ayeebo remained calm and focused. He initiated a number of strategies and developed ADDRO from its origin as a well-meaning missionary approach into a professional organization with state-of-the-art equipment and well-trained full time staff with a track record in development practice."

– Dr. Joseph Ayembilla, diocesan development coordinator, Catholic Diocese of Navrongo-Bolgatanga Development Office

RESEARCHER'S STATEMENT



Dr. Louise K. Makau
Sr. Research Analyst
April 2017

The Diocese of Tamale has implemented development programs that respond to its community members' needs. The expansion of dormitories to accommodate female students is a strategic approach that is in line with the Ghanaian government's efforts to improve access to quality education and gender parity. Providing ample housing will not only relieve the congestion of current facilities, but it will

also reduce health hazards associated with congested accommodations, improve the learning environment for students at St. John's Senior High School and contribute to the students' improved education performance and outcomes.

IMPLEMENTER'S INSPIRATION

"This is my commandment, that you love one another as I have loved you."

– John 15:12, ESV

HOW TO FUND THIS PROJECT

PROJECT RECAP

ID - ARDF-0417-Tamale
Timeline - 12 months
Requested - \$92,542
Modified - 052517

For information about the Fund or Projects, write to:
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