

# 2022 ANNUAL REPORT



**THEME:** GTLC IN 2022: MAKING THE CASE FOR SUSTAINABLE DEVELOPMENT THAT IS INCLUSIVE AND EQUITABLE, AND FACILITATING OPPORTUNITY FOR MARGINALISED AGRICULTURE BASED MSMEs TO CREATE, KEEP AND GROW VALUE

*GTLC Secretariat  
Head Office: No.8 Abavana Road, Kotobabi, Accra,  
Field Office: Kpaguri Charkor, Wa, XW-150-1693,  
Email address: gtlcghana@yahoo.com*

APRIL 2023

Contents

INTRODUCTORY MESSAGE BY THE BOARD ..... 2

LIST OF BOARD MEMBERS ..... 3

GTLC ORGANIZATIONAL CHART AND GOVERNANCE STRUCTURE ..... 5

LIST OF PROJECTS AND ACTIVITIES CONDUCTED..... 6

    Gender Responsive Budgeting ..... 6

    Inclusive Market System Analysis and Facilitation ..... 6

    Business Development Services (BDS) ..... 6

ACHIEVEMENTS OF GTLC IN 2022 ..... 7

CASE STUDY..... 7

2022 AUDITED NGO ACCOUNTS SUMMARY ..... 10

## INTRODUCTORY MESSAGE BY THE BOARD

The period prior to the 2022 has been challenging for the Ghana Trade and Livelihood Coalition (GTLC). The withdrawal of a key funding partner, Christian Aid from Ghana, and the end of a very enabling V4CP partnership with SNV put stress on the programmes of GTLC but also created opportunity to rethink and innovate the enterprise, GTLC. Influenced by the valuable experiences and lessons from past programmes and relationships, GTLC has taken the fight towards influencing inclusive, equitable and sustainable development by developing a well informed and structured framework that creates opportunity for empowerment of the marginalized through generation and provision of information, and for enterprise development through Business Development Services. In a fast changing global and national socioeconomic circumstance, and increasing inequality, GTLC is demonstrating the need for Gender Responsive Budgeting at all levels of governance. The year 2022 has registered an uptick in probing for and responding to opportunities that ensure that the vision and mission of the organization is upheld through credible and compelling processes. Even though the number of programmes conducted in 2022 is relatively small, the quality of programmes and outreach was excellent. These processes we believe will interest many partners to collaborate with GTLC towards attainment of mutual objectives and goals.

GTLC Board

## LIST OF BOARD MEMBERS

### **Board Chair**

ROSE MENSAH-KUTIN (PhD) - Expert in Gender and Gender Advocacy



### **Board Members**

VICTORIA ADONGO – Social advocacy expert and immediate past Chief Executive Officer of Peasant



Farmers Association of Ghana (PFAAG)

TERESA ATOGIYIRE – A Retired Broadcaster formally with the Ghana Broadcasting Corporation (GBC)



KWABENA ADU-GYAMFI – A farmer, industrialist and former banker

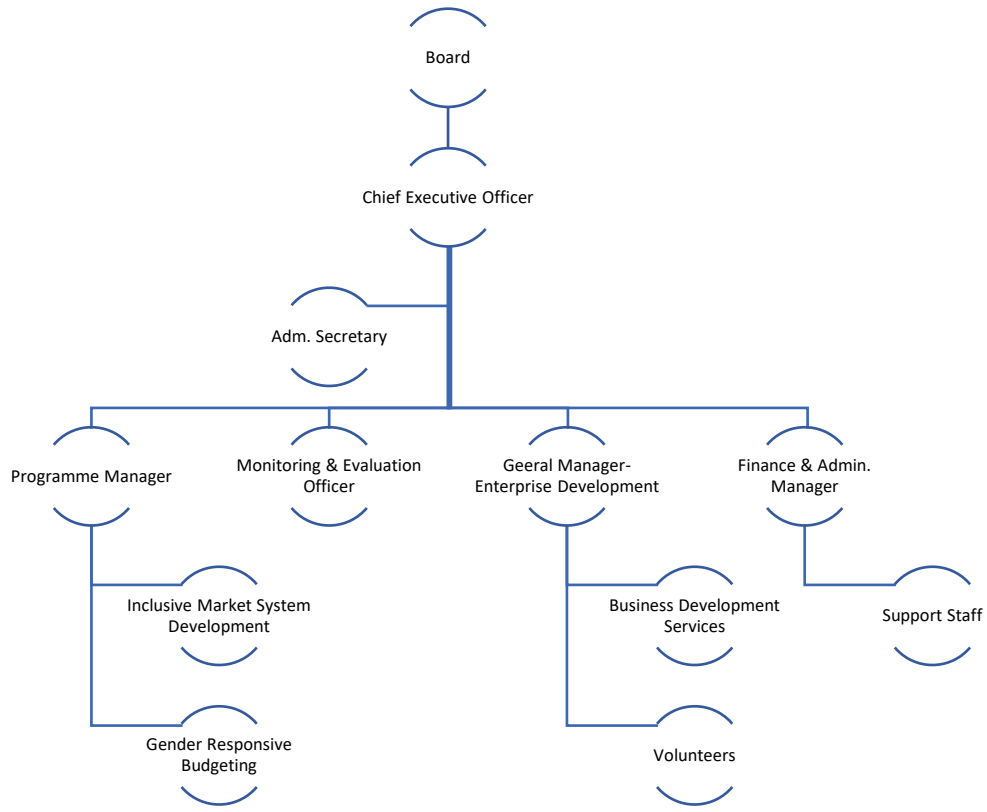


**Secretary to the Board**

IBRAHIM ISSAH AKALBILA – A civil and Industrial Engineer; trade, agriculture and nutrition policy advocacy practitioner; facilitator of Gender Responsive Budgeting, inclusive market system analysis and facilitation expert; Social Aspects of Construction.



# GTLC ORGANIZATIONAL CHART AND GOVERNANCE STRUCTURE



## LIST OF PROJECTS AND ACTIVITIES CONDUCTED

### Gender Responsive Budgeting

GTLC has a long history in trade and agricultural budget work where it has looked out and advocated for interest and investments that create opportunity for women, youth men and PWD small holder farmers. The shift into full scale work in Gender Responsive Budgeting (GRB) is an indication of growth in our budget work. With the support of Oxfam In Ghana, GTLC has followed through with activities to strengthen the implementation of Gender Responsive Budgeting in local and national government budgets. This is after the conduct of a joint study, GRB In Ghana, by Oxfam, SEND Ghana and GTLC in 2020. After dissemination of the report in 2021, activities in 2022 have focused on engaging with national institutions that are relevant in facilitating GRB in Ghana. The institutions engaged with are:

- National Development Planning Commission (NDPC),
- Ministry of Food and Agriculture (MoFA),
- Ministry of Gender, Children and Social Protection (MoGCSP),
- Local Government Service (LGS), and
- Ministry of Finance (MoF)

Prior to engaging with the five listed public institutions a few steps were conducted to develop credible and compelling content for engagement. The steps included the following:

- Reviewed the Budget Operations Manual (BOM) of the MoF,
- Assessed the Programme Based Budgeting (PBB) guidelines,
- Reviewed of selected composite budgets to assess compliance to the PBB guidelines,
- Assessed the five steps adopted by Ghana in GRB implementation in relation to the five phases in budget implementation in Ghana for complementarity.

The content that was generated through these activities was presented to a group of partners with a wide range of experience of work in agriculture, education, gender. under Oxfam GROW partners for feedback.

### Inclusive Market System Analysis and Facilitation

GTLC adopted the Participatory Market System Development (PMSD) framework in 2014. The organization has since then used the framework to support developments in the shea, rice and tomato sectors in many communities in Ghana. Our skills and competencies in PMSD have grown over the period. This growth informed the creation of GTLC's inclusive market system analysis and facilitation framework (IMSAF) in 2022. GTLC therefore provides a very comprehensive assessment of domestic and international market systems that enables and informs the creation of inclusive, equitable, and sustainable market systems. Our mandate is to ensure the creation of thriving market systems that is beneficial to all its participants, especially marginalized, women, youth and men.

### Business Development Services (BDS)

With a very strong background in the conduct of inclusive action learning trade and agriculture policy research, experience in entrepreneurship training content development and deep knowledge of agriculture market systems GTLC has developed a BDS framework. This is in response to observed

challenges regarding weaknesses in the structure of agricultural market systems that serve majority of women and youth that remain marginalized, their ability to form strong SMEs with the capacity to access public and private resources and support to improve quality and productivity, and the challenge associated with creating and keeping value in the products of SMEs. GTLC has from 2022 started providing a complete set of business development services meant to set SMEs on a sustainable growth path and to empower women and youth owned enterprises to flourish in thriving market systems. This is a step up from operations in the last decade empowering small holder farmers in trade, agriculture and nutrition policy literacy and enterprise development. GTLC brings to its BDS work very extensive knowledge of agricultural market systems, knowledge of the enabling environment and the institutions that operate within the space, and excellent appreciation of level of interactions among market actors, private sector, and institutions responsible for creating the enabling environment.

## ACHIEVEMENTS OF GTLC IN 2022

1. Facilitated increased discussion and awareness of GRB in five key institutions,
2. Highlighted weakness in compliance of composite budgets to the Programme Based Budgeting (PBB) guidelines,
3. Made a case for complementary implementation of GRB in Programme Based Budgets of Metropolitan, Municipal, District Assemblies (MMDAs),
4. Succeeded in advertising BDS that targets comprehensive support for SMEs and marginalized women and youth owned businesses.

## CASE STUDY

Inequality is progressively increasing in Ghana. A study conducted by a joint UNICEF, ASHESHI and University of Sussex team, The Ghana Poverty and Inequality report (E. Cooke, Sarah Hague, Andy Mckay, 2016) and another by Oxfam Ghana: Extreme Inequality in numbers, show this trend. In reference to E. Cooke et al., the reports states that Glewwe and Twum-Baah (1991) provide a thorough analysis of the third Ghana Living Standards Survey (GLSS3). Their findings include: (1) rural residents have a higher incidence of poverty compared to urban residents; (2) residents of the rural savannah tend to be the poorest while the residents of Accra tend to have the highest welfare; (3) household heads with no education tend to be poorer whereas those with education tend to be better off; (4) the incidence of poverty varies across employment categories with agricultural workers being among the poorest; and (5) wage earners in the public and private sectors tend to be better-off. In general, these conclusions about welfare in Ghana do not only apply to GLSS3 but to the later GLSS results as well. For instance, GSS (2007) reports a higher incidence of poverty among rural residents compared to urban residents during the 1992 to 2006 period for GLSS3 – GLSS5. This has led Adjasi and Osei (2007) to conclude that poverty in Ghana is a rural phenomenon.

The importance of growth for poverty reduction has been emphasised extensively in the poverty literature (see for example, Christiaensen, et al., 2003; Dollar and Kraay, 2002; Dollar, et al., 2013; Kanbur, 2001). However, Sachs (2005) notes that rising average incomes may not necessarily reduce extreme poverty if income inequality is high—extreme poverty will continue to persist especially in the deprived regions of a country.

When growth is inclusive it raises the consumption of the poorest individuals in society thereby enabling them to meet their basic needs (Kakwani and Pernia, 2000).



GTLC has made the case that equitable and inclusive local government composite budgets provide one of the best opportunities to tackle extreme poverty and inequality. Two main issues underpin this case.

1. Ensure compliance of the composite budget development process to PBB guidelines,
2. Complementary implementation of GRB in PBB.

To make the case credible and compelling, GTLC conducted a review of the Budget Operations Manual of the Ministry of Finance and the Programme Based Budgeting guidelines. Composite budgets of a few MMDAs were studied to assess compliance with the PBB guidelines. The 2022 composite budgets of Savelugu Municipal, Wa Municipal, Tano North District and Kumbungu District Assemblies were included in the assessment. Agriculture services and Education services were assessed, and the findings were similar in both cases.

Programme-based budgeting aims to achieve two principal goals. The first is to improve the prioritization of expenditure in the budget – that is, to help allocate limited Government resources to those programmes which are of greatest benefit to the community. The second is to encourage spending Ministries to improve the efficiency and effectiveness of service delivery. In achieving these goals, a programme-based budget also becomes an effective tool to help citizens understand the reasons behind policy decisions.

In GTLC's first case, the first two key concepts of PBB, that is, Budget Programme and Budget Sub-programme, are the basis for assessing the compliance of composite budgets. It is considered that the definitions, objectives of budget programme and budget-sub programme, and targeted beneficiaries define and provide the basis for a compliant composite budget. Where the definitions and objectives are misrepresented, then the impact and outcome of the budget may not be achieved.

Key concepts in the PBB manual are:

- Budget programme
- Budget sub-programme
- Impact
- Outcome
- Output
- Input
- Performance Indicators
- Target
- Baseline

In this regard, a programme / sub-programme should have a brief description that provides an explanation on what the programme seeks to do. According to the PBB manual, in developing the description for the programme and sub-programmes, the following would be useful

- What is the problem to be addressed?
- What is the programme objective in light of the identified problem?
- How does the MDA plan to execute this?
- Who are the implementing agencies?
- How many staff will be involved with the implementation?
- What are the funding sources?

- Who are the beneficiaries?
- What is the expected results or outcome?

In all the five MMDA budgets that were assessed, our findings show that for 2022, problems were not identified in the definition of the Budget programme and budget sub-programme. The programme and sub programme objectives were not aligned to any problem. In most cases the objectives for the particular year were too broad and not related to the beneficiary group.

In our opinion, the two principles of PBB may never be achieved with this level of compliance to the PBB guidelines.

In GTLC's second case, the findings show that the short comings observed in compliance could seamlessly be resolved with the complementary implementation of GRB in PBB. GRB was adopted by Ghana in 2008. Our observations that it has remained only a narrative in the budget all these years was confirmed by interactions with officials of five key public institutions. The five steps of GRB have since 2008 not reflected into the budget phases. Our findings show that complementary implementation of GRB and PBB will eliminate the challenges faced in ensuring compliance of composite budgets to PBB guidelines. It will also ensure that composite budgets are gender responsive.

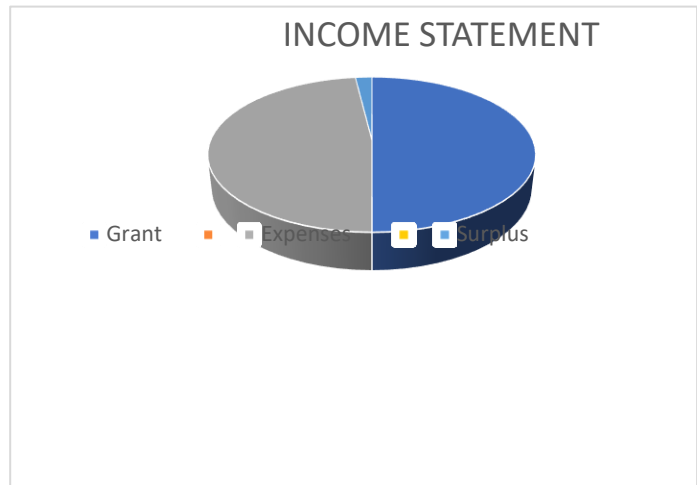
Constructive engagements were held with the NDPC, MoFA, MoGCSP, LGS, and the Ministry of Finance. In this regard GRB that was initiated by Ghana in 2008 has through GTLC activities been reintroduced back into the agenda to make local and national government budgets inclusive, equitable, effective and efficient. In our opinion, this is one of the necessary paths to sustainable development in Ghana.

The above case study is closely related to our work in Inclusive Market System Analysis and Facilitation, and work in business development services. After almost two decades of work in trade and agriculture policy and practice, we do not take for granted the strong and necessary relationships between inclusive and equitable budgets, inclusive and thriving market systems, and capacity of MSMEs to take advantage of opportunity by creating, keeping and growing value. From 2022, our work will be influenced by these three areas that will inform efforts towards sustainable development for all.

## 2022 AUDITED NGO ACCOUNTS SUMMARY

### STATEMENT OF INCOME AND EXPENDITURE

	<b>GHC</b>
Grant	80,273.00
Expenses	77,152.00
Surplus	3,121.00



### STATEMENT OF FINANCIAL POSITION

	<b>GHC</b>
Non Current Assets	2,017.00
Current Assest	29,644.00
Liability	20,776.00
Accumulated Fund	10,885.00

