



#YOUTHVOICES
#YOUTHMATTERS



TAKING ACTION!

A SIMBA GHANA STRATEGIC PAPER

2024-2028



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1. INTRODUCTION

Simba Ghana is a Non-Governmental Organisation (NGO) working with underprivileged communities in Ghana to enhance safe spaces for young people, women, and girls; to build their capacities and effectively participate in processes and decisions where their voices are respected, considered, and promoted. Since its establishment in 2013, Simba Ghana has focused on young people, working in the areas of youth empowerment, education, and governance and peacebuilding; providing platforms for young people to amplify their voices. Using Convening, Capacity-building and Advocacy (CCA), Simba Ghana is noted for influencing young people's participation in local governance processes.

Simba Ghana is currently implementing a three-year repositioning strategic plan which is expiring at the end of 2023. The organisation has, thus undertaken a fact-finding process to review implementation of the strategy, understand progress made, emerging challenges and lessons, and based on that develop a new strategic plan for the next five years (2024-2028).

The fact-finding reveals that Simba Ghana's implementation of its three-year strategy has achieved its desired objectives and more importantly has made remarkable impact and difference in the lives of young people, women and girls in the communities they serve. The new strategy, thus, reflects a consolidation of the gains recorded, but it goes further. It provides room for expansion: expansion beyond Simba Ghana's thematic focus areas and geographical scope; diversification of Simba Ghana's traditional funding sources; and expansion of constituents to include children and marginalised groups. Under the able leadership of the General Assembly, Board and Management, the next five years promises to be an exciting and action moment for Simba Ghana.

This strategic document starts with a summary of the feedback from the fact-finding exercise on implementation of the current strategy. It then shares key issues that should inform Simba Ghana's priorities for the next five years. It also sets forth the vision, mission and values of the organisation. The strategic document again shares five key objectives the organisation is seeking to achieve in the next five years and for each objective, provides the different strategic actions that will be applied. It ends by sharing the specific approaches and the mechanisms it will use to ensure all activities in the next five years are in alignment with the strategy.

2. REVIEWS

Simba Ghana's "Repositioning" strategic plan 2021-2023 focused on empowering young people and providing platforms for their voices to be heard. The strategic plan also emphasised

alleviating poverty among the youth through income generation. Further, the strategy also sort to respond to demands for covid-19 recovery by introducing learning platforms for children left behind by lockdowns to improve their learning. The goal during this period was: “to tap and optimally harness the youths’ potentials in order to strike a judicious balance between their quality of life and their meaningful contribution to good governance”. The plan had two specific objectives; covering three thematic focus. It envisioned that Simba Ghana would work in at least eight (8) districts in the Northern and North-east regions and to expand to new districts if additional funds become available. The strategic plan identified that the human rights- based approach would be applied to empower young people, women and girls to influence change. It also stipulated that Simba Ghana would adopt local and national collaborations and partnerships with NGOs, CBOs, CSOs and government agencies to advance its objectives. Finally the plan stated that Simba Ghana would use Convening, Capacity-building and Advocacy (CCA) to influence change among its constituents.

The review of the repositioning strategic plan involved fact-finding consultations and Focus Group Discussions (FGD) with key stakeholders including General Assembly (GA) members, staff, partners, and target constituents. The key questions asked included: **(a) What went well? (b) What were the setbacks? (c) What should be done differently?**

What Went Well? 😊

The fact-finding revealed that majority appreciated the extent of implementation of the repositioning strategic plan and were of the view that Simba Ghana had effectively achieved the key strategic objectives and is very relevant in the development space in the North. The facts pointed out several issues that went well with the implementation of the previous strategic plan as follows:

- *Maximising limited resources for results:* At the start of implementing the repositioning strategic period, Simba Ghana had only three volunteers and no permanent staff nor office. There was also no project nor funds for implementation of its strategic objectives. Despite these realities, Simba Ghana was able to position itself as a strong force and delivered enviable results that won them recognition and trust among different stakeholders
- *The focus on young people, women and girls–* the implementation of the repositioning strategic plan was focused on young people, women and girls in poor rural and peri-urban communities. Interventions were focused on addressing the needs and aspirations of these groups and as well as promoting their voices to effectively participate in decision-making processes. To this, Simba Ghana had the desired impact. Despite other donor trends, Simba Ghana stayed focus on its target group.

- *Adaptability and Adaptability* – During this time, Simba Ghana was very flexible, in both learning faster and adopting to new trends in the development space. For instance, Simba Ghana adapted different social accountability projects in the Karaga district, Sagnarigu and Gushegu Municipal Assemblies that allowed the organisation to engage duty bearers to influence policy and public service delivery.
- *Strong leadership* – Stakeholders observed that Simba Ghana demonstrated strong leadership, resolve and commitment to its strategic objectives and this for the most part accounted for the successes in the implementation of the repositioning strategic plan. It was also noted that the strong leadership at Simba Ghana has strengthened team spirit at the organization.
- *Creativity*: Simba Ghana became very innovative by initiating programmes and projects in line with its strategic objectives whiles finding practical ways to implement its initiatives. Simba Ghana also initiated innovative platforms for young people to build their capacities and form networks to advance inter-generational learning and youth participation.
- *Local Fundraising*: During the repositioning strategy period, Simba Ghana focused on diversifying its funding sources, and noted of the funding sources was the local fundraising, where Simba Ghana raised funds from individual donors and local CSOs, including local businesses in the Northern region. Simba Ghana’s partnership with the West Africa Civil Society Institute (WACSI) strengthened their capacity in local fundraising, and this unique approach of fundraising positioned Simba Ghana as a credible and dependable organisation to local donors.
- *Strong networking and collaboration*: It was noted that Simba Ghana has collaborated and worked well with other CSOs, especially in Northern region. And further expanded its collaborations and networks with other national organisations in Ghana. Simba Ghana also developed good relationships with other sub-national level government agencies.

What Were The Setbacks? 😞

While many things were identified to have worked well, respondents noted that there were some setbacks that hindered effective implementation of the repositioning strategic plan.

- *Financial resources*: Majority of the respondents (78.6%) noted that Simba Ghana’s major hindrance to the implementation of its repositioning strategy is inadequate financial resources. The respondents observed that Simba Ghana could have impacted more young people if the organisation had adequate funds and reliable funding sources



- *Technical expertise:* Respondents also noted that Simba Ghana lacked technical expertise in their team, and, and did not put in enough effort to mobilise technical support to build capacities of their staff, and that this was a major hindrance in implementing the repositioning strategy
- *Human resources:* It was also noted that Simba Ghana didn't have enough human resources to effectively implement its strategy.

Recommendations going forward

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

- *Expanding thematic areas:* It was suggested that Simba Ghana should expand its thematic areas to four (4), in order that it can have specific focus. The thematic areas, thus, suggested are:
 1. **Youth and women empowerment**
 2. **Education**
 3. **Governance**
 4. **Peace-building**
- *Communicate successes better:* The organisation should create more visibility on social media and engage more with the media to market their work better.
- *Increase and diversify its funding:* As the organisation grows there is a need for increased funding from diverse sources. Simba Ghana should explore funding from local philanthropy and community giving, and other non-traditional sources. Additionally the organisation should build more synergies with like-minded organisations to collaborate on applying for long-term projects that align with their strategic objectives.
- *Explore partnerships with international NGOs and Foundations:* Partnerships with international NGOs will expand Simba Ghana's visibility and capacity. Simba Ghana should explore such partnerships.



- *Prioritise climate change:* Climate change impacts negatively on the different groups and constituents Simba Ghana works with. With increased recognition both globally and nationally that climate change is an urgent issue, Simba Ghana should ensure that the voices and needs of young people, women and girls are heard and addressed, especially on responding to and preventing climate impact and promoting climate justice.
- *Focus on Preventing Violent Extremism (PVE):* Young people, women and girls are identified as the most vulnerable groups exposed to violent and extremist influence. Recognising these vulnerabilities and considering the closeness of the Northern, Savannah and North-east regions to the Republic of Togo and Burkina Faso, Simba Ghana should prioritise PVE and increase its advocacies to raise more awareness among young people, women and girls in its operational areas.
- *Strengthen advocacy for effective Evidence in Development Management/Practice (EIDM/P) efforts using different approaches:* Simba should leverage its strong experience in implementing the Evidence for Development (E4D) Project and its relations with diverse stakeholders at the sub-national level governments to act as a facilitator of evidence use in development and advocacy in the Northern, North-east and Savannah regions. This will enhance participation of citizens and influence change. The organisation should also adopt lesson sharing as a practice among the youth and other stakeholders to influence change.
- *Focus on improving literacy rates in the Northern regions:* The literacy rate in the Northern region is very high and puts the Northern region as the region with the highest illiterate population in Ghana. Respondents suggested strongly that Simba Ghana should improve and expand their Read Alive project into different districts in the Northern region.

3. OUR VISION, MISSION AND VALUES

VISION

A just, prosperous and sustainable Africa where young people can thrive and succeed.



MISSION

To work with young people, women and girls both in and out of school through capacity enhancement and awareness creation in order for them to have stronger and coordinated voices, become active citizens and meaningfully contribute to the development of their communities.

VALUES

Simba Ghana stands on the following values and principles to which all members believe, advocate, promote and adhere to.

1. INCLUSIVENESS – Simba Ghana interacts with constituents and stakeholders with difference different cultures, gender, religion and traditions. Constituents are made to feel comfortable in fully participating in programming and implementation of interventions.

2. DIVERSITY – Simba Ghana believes in harnessing broad range of experiences with innovative approaches in its programming and work.

3. COMPASSION – Simba Ghana works with underserved communities and vulnerable groups and facilitates enabling environments for kindness to help communities and constituents address their challenges.

4. TAKING ACTION (2024-2028)

This strategy seeks to consolidate the gains in the last three years and defines new approaches to the attainment of the strategic objectives and priorities. The new approaches are as follows:

- Simba Ghana will expand its thematic focus and constituents to include children and differently able people/Persons With Disabilities (PWDs).
- Simba Ghana will expand its scope of operation to cover operational areas in the North-east and Savannah regions.
- Simba Ghana will diversify its funding sources and explore international partnerships
- Simba Ghana would adopt volunteerism from diverse backgrounds, including international volunteers to advance its strategic objectives.



5. OUR STRATEGIC OBJECTIVES AND PRIORITIES

In the next five years, Simba Ghana will seek to achieve five strategic objectives and priorities referred to as Simba Ghana Strategic Priorities (SGSPs) as follows:

Simba Ghana Strategic Priorities

1. To amplify young people, women and girls' voices and promote their active inclusion in sub-national governance and decision-making processes and to enhance public service delivery.
2. To serve as a center for young people, women and girls to enhance their capacities and improve their quality of life
3. To promote social cohesion among local communities and address vulnerabilities of violence extremism
4. To enhance literacy outcomes in Northern region and contribute to overall quality education delivery
5. Increase visibility and recognition as the leading facilitator of youth voices and inclusion in Northern Ghana.

The following sets forth the strategic actions the organisation will apply to achieve each of these objectives and priorities.

SGSP 1

To amplify young people, women and girls' voices and promote their active inclusion in sub-national governance and decision-making processes and enhance public service

Strategic Actions

- 1. 1** Increase knowledge and awareness among young people, women and girls on their rights to participate in decision-making and governance processes.



1.2 Amplify voices of young people, women and girls on policies that affect their quality of life.

1.3 Promote coalition, network-building and volunteerism among youth, women and girls groupings.

1.4 Advocate for increased responsiveness of duty-bearers on demands made by young people, women and girls.

SGSP2

To serve as a center for young people, women and girls to enhance their capacities and improve their quality of life.

Strategic Actions

2.1. Initiate and create access to volunteerism and internship programmes on social and community development for young people, women and girls.

2.2 Establish a network of local and international youth volunteers to promote lessons and results' sharing.

2.3 Promote livelihood skills among young people, women and girls through climate initiatives, entrepreneurship and agribusiness

SGSP 3

To promote social cohesion among local communities and address vulnerabilities of violence extremism.



Strategic Actions

- 3.1. Identify and promote equal rights, shared values and inclusiveness among young people, women and girls' and their communities
- 3.2. Identify and address vulnerabilities of violent extremism among young people, women and girls.

SGSP 4

To enhance literacy outcomes in Northern region and contribute to overall quality education delivery



Strategic Actions

- 4.1. Increase access to reading and learning materials for children in underserved communities
- 4.2. Promote community participation in education delivery
- 4.3 Enhance engagements with education authorities and advocate for improved education data and evidence for effective education policy planning.

SGSP 5

Increase visibility and recognition as the leading facilitator of youth voices and inclusion in Northern Ghana.



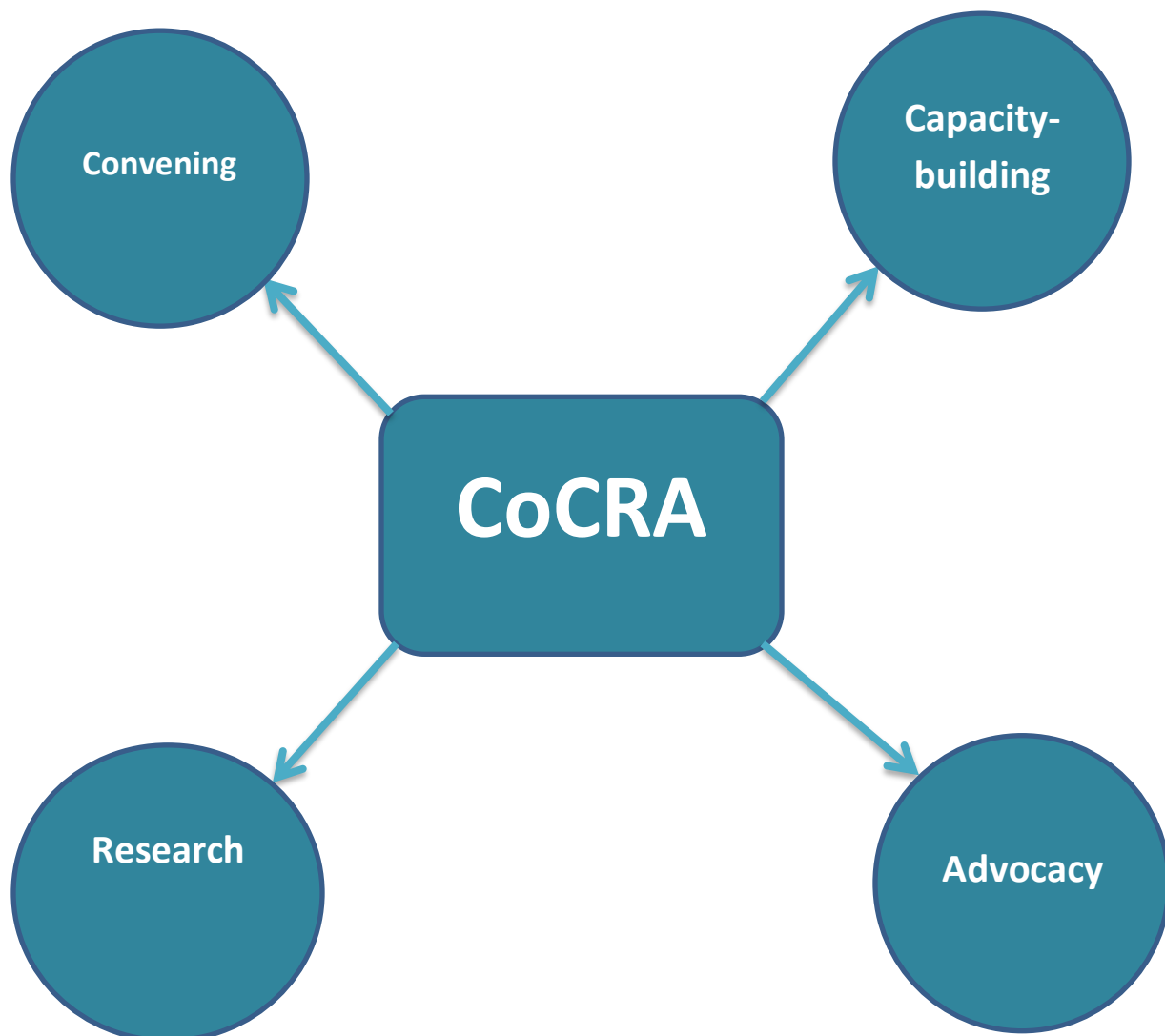
Strategic Actions



- 5.1. Position Simba Ghana as thought and practice leader in championing youth voices
- 5.2. Strengthen documentation of change lessons and communicate change stories better
- 5.3. Increase Simba Ghana’s visibility at regional, national and international platforms.

6. OUR APPROACH

Simba Ghana will use the following four (4) interrelated approaches to achieve the strategic actions mentioned above. This approach can be summarised as “The CoCRA Approach” as follows:





CONVENING

This approach seeks to promote dialogues and intergenerational learning and sharing between young people and duty-bearers; retired statesmen; influencers and CSO actors, in order that they can learn best practices to influence the effective participation in decision-making processes and governance at the sub-national levels. With best practices, young people can influence policies to improve public service delivery at the sub-national levels.

CAPACITY-BUILDING

This approach seeks to support young people, women and girls with useful tools and skills in various disciplines including livelihood skills, in order that they can effectively claim their rights and improve their quality of life.

RESEARCH

This approach adopts the Evidence in Development Management (EIDM) concept to generate data for evidence-informed policy influencing at the sub-national levels.

ADVOCACY

This approach seeks to amplify voices of young people, women and girls on policies that directly affect them. Platforms and safe spaces would be created for them to engage duty-bearers and speak-up on public services and community development issues at the sub-national level.

7. PEOPLE DEVELOPMENT PLAN

Simba Ghana will adopt a capacity building approach to develop the human resource base of the organisation in order to achieve its objectives. Building technical capacity of the administrative staff, volunteers and fields staff would ensure effective implementation of **Taking Action Strategy** and set a tone towards the achievement of the **SGSPs**. The table below shows a matrix of the organisation's **People Development Plan**:



Area of Capacity Development Needed	What will be done	When	Indicator
Organisational Policy Development and compliance procedures	Training workshop	2024	
Project Proposal writing and Project Management	Training workshop	2024-2028	
Financial Management and reporting	Training workshop	2024-2028	
Communication and Social Media(Social Media marketing and Cyber security management	Training workshop	2024-2025	
Combating workplace sexual harassment and gender responsive communication	Training workshop	2024-2028	
Advocacy and policy influencing	Training workshop	2024-2025	
Research and practice	Training workshop	2025	
Monitoring and Evaluation	Training workshop	2024	

8. IMPLEMENTATION, MONITORING, EVALUATION AND LEARNING OF THE STRATEGY

In line with good organisational practice, Simba Ghana will put in place processes and procedures to ensure that the strategy is implemented and provide 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 five priorities.
- 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 2026 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 a new strategy.

RISKS AND OPPORTUNITIES

This takes into account the organisation’s Strengths, Weaknesses, Opportunities, and Threats (SWOT) and the associated Risks to the Objectives and Priority areas.

SWOT MATRIX

SWOT	HELPFUL	HARMFUL
INTERNAL	STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> • High sub-national level and community visibility • Strong management and staff • Strong collaborations and networks • Strong internal control systems • Unique focus on youth, women and girls 	<ul style="list-style-type: none"> • Limited Geographical coverage • Less national and global visibility • Physical resources(movement)



EXTERNAL	OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Expanding programmes • New funding windows and dynamics (Local Fundraising and Philanthropy) • Expanding local collaborations and networks • Expanding thematic focus • International partnerships 	<ul style="list-style-type: none"> • Increased competition • Changing donor priorities • Disease epidemics or pandemics • Fiscal/Economic/political barriers (growth, inflation etc which may affect NGO's, donors/funders and beneficiaries) • Climate change

RISK REGISTER/MAPPING

This spells out the strategies to assess the relative importance of the risk/threats identified in the SWOT matrix above. In the risk register, the organisation will use a risk mapping approach which uses a strong system to identify the likelihood of each of the risk occurring and the degree of impact, should it occur. The tables A and B below show the likelihood and impact of a risk occurring.

A. LIKELIHOOD

Risks Identified	Likelihood	Notes
<ul style="list-style-type: none"> • Increased competition 	Possible	Quite possible to occur to an even chance of happening, however, can be managed
<ul style="list-style-type: none"> • Disease pandemics or epidemics 	Remote	Just possible it might happen but very surprising to be extremely unlikely, and can



		be managed.
<ul style="list-style-type: none"> Changing donor priorities 	Likelihood	Expected to happen to more than even chance of happening
<ul style="list-style-type: none"> Fiscal/Economic/political barriers(growth, inflation etc which may affect NGO's, donors/funders and beneficiaries 	Remote	Just possible it might happen but very surprising to extremely unlikely
<ul style="list-style-type: none"> Climate Change 	Possible	Quite possible to occur to an even chance of happening, however, can be managed

B. IMPACT

RISK IDENTIFIED	MPACT	NOTES
<ul style="list-style-type: none"> Increased competition 	Manageable	There is an impact but deemed to be manageable
<ul style="list-style-type: none"> Disease pandemics or epidemics 	Major	Impact can make financial/material difference
<ul style="list-style-type: none"> Changing donor priorities 	Critical	Impact can make a difference
<ul style="list-style-type: none"> Fiscal/Economic/political barriers(growth, inflation etc which may affect NGO's, donors/funders and 	Critical	Impact can make financial/material difference



beneficiaries		
<ul style="list-style-type: none"> Climate change 	Manageable	There is an impact but deemed to be manageable

RISK RESULTS

This shows a multiplication of the likelihood and impact assessment of the risks. Each risk is entered in the appropriate box on the table below:

RISK RESULTS MATRIX

	REMOTE	POSSIBLE	LIKELY
CRITICAL			
MAJOR			
MANAGEABLE			

In the map above:

- The dark shaded area represents the highest risk results
- The lightly shaded area represents medium risk results
- The un-shaded area represents lower risk results

The Board of Directors and management will devised an action plan to counteract all of the risk appearing in the shaded boxes.

9. SUCCESS MEASURES

These measures reflect the vision, mission and objectives of Simba Ghana. We assume that there is a cause-effect-relationship in the process of implementing the plans and projects of the organization.



These measures also take into account alternative actions to take when projects and plans do not work as expected. To prevent possible failure of these measures, the organisation will involve all stakeholders in the success measurement process. Simba Ghana will also ensure collective responsibilities of the policy and management teams in the discharge of their duties.

Taking into account the unexpected and unknown factors, the success measures are grouped on a yearly basis. The table below shows the year on year success measures:

SUCCESS MEASURE MATRIX



Strategic Priorities	Indicator(s)	Target	Baseline	Milestone 2024	Milestone2 025	Milestone2 026	Milestone2 027	End Target 2028
SGSP 1. To amplify young people, women and girls' voices and promote their active inclusion in sub-national governance and decision-making processes and enhance public service delivery.	<i>Number of young people, women and girls actively engaging district assemblies and community leaders.</i> <i>Number and</i>	<i>At least 10 coalitions and networks led by young people, Women, and girls have engaged and contributed in influencing policy decisions at community and sub-national structures</i> <i>At least 10</i>	<i>Citizens' participation in policy development and implementation is very weak at the sub-national governance levels.</i>	<i>At least 2 vibrant youth, women and girls led networks have been formed in two districts.</i>	<i>Youth, women and girls led movements and their networks have increased activism to influence policy decisions and improve public service delivery.</i>	<i>At least 5 vibrant and active youth women and girls led networks have been formed in 5 MMDAs</i> <i>Increased advocacy for implementation of policy decisions for improved public service delivery.</i>	<i>Evidence of Improved public service delivery and youth, women and girls led networks influenced policy are available</i> <i>10 Networks of youth, women and girls have been formed.</i>	<i>At least five MMDAs in the Northern region have adopted Legislation and policies to include youth, women and girls networks in development planning processes</i> <i>Increased recognition and respect for youth, women, and girls voices and their networks participation in decision</i>



	<i>nature of decisions influenced by young people, women and girls to improve public services.</i>	<i>sub-national level policy decisions have been influenced by the active participation of young people, Women, and girls and public services improved in 10 MMDAs</i>		<i>At least 2 sub-national policies have been influenced and public services enhanced in 2 MMDAs</i>				<i>making at the sub-national levels</i>
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<p>SGSP 2.</p> <p>To serve as a center for young people, women and girls to enhance their capacities and improve their quality of life.</p>	<p><i>Number of Young people, Women and girls who have enhanced their capacities in various disciplines</i></p>	<p><i>1,000 Young people, Women, and girls have enhanced their capacities and effectively initiate and influence decisions at the sub-national levels as well as improve their livelihoods.</i></p>	<p><i>There are limited capacities among young people at the sub-national levels in Ghana.</i></p>	<p><i>Capacity assessment conducted to understand capacity gaps among young people, women and girls</i></p> <p><i>Capacity development plans and manuals developed</i></p> <p><i>Youth, women, and Girls coalitions and networks</i></p>	<p><i>Young people, Women and Girls have become alert and conscious of sub-national level government policies and road map drawn for actions</i></p> <p><i>A platform has been developed for young people to learn and shared best practices on how to influence policies and programmes at the sub-</i></p>	<p><i>Increased interface between and among young people, women and girls and sub-national structures for improved accountable and responsive governance access to better public services.</i></p>	<p><i>Increased responsiveness and support for youth, women and girls' led initiatives by sub-national governments</i></p>	<p><i>Increased recognition and respect for youth, women and girls' voices and inputs in sub-national development plans</i></p> <p><i>Documented evidence of sustained youth, women and girls-led initiatives.</i></p> <p><i>Documented evidence of youth, women and girls' influences on policy space in place</i></p>
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	<p><i>Number of policy influencing campaigns and interventions undertaken by the young people, women and girls</i></p> <p><i>Number of livelihood initiatives started and sustained by young people, women and girls.</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>mapped out for capacity building and training</i></p>	<p><i>national level.</i></p>			
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<p>SGSP 3</p> <p>To promote social cohesion among local communities and address vulnerabilities of violence extremism.</p>	<p><i>Number of social safety-net initiatives implemented and aimed at bridging cultural and religious gaps among communities.</i></p> <p><i>Number and Nature of dialogues and engagements initiated among feuding communities.</i></p> <p><i>Number and nature of relationship built with community leaders and other stakeholders</i></p>	<p><i>Address all threats and vulnerabilities of Violent Extremism in the Savannah, Northern and North-east regions</i></p> <p><i>Achieve absolute peace among communities in the Savannah, Northern and North-east regions</i></p>	<p><i>Activities of extremist groups in neighboring countries, Burkina Faso, Togo and Mali poses serious threat and vulnerabilities among communities in the Savannah, Northern and North-east regions.</i></p> <p><i>There's still evidence of protracted chieftaincy disputes in most</i></p>	<p><i>Expand Youth Connect Networks across the Savannah, Northern and North-east regions</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>Youth Connect Networks are trained and engaging traditional and religious leaders in dialogues.</i></p> <p><i>Youth Connect Networks are expanded to grant more access and voice to Fulbe Youth in the Savannah, Northern and North-east regions.</i></p>	<p><i>Deepened engagements with traditional, religious and community leaders by Youth Connect Networks</i></p>	<p><i>Communities in the Savannah, Northern and North-east regions have become alert and more resilient against violent extremism and extremist</i></p> <p><i>At least 5 protracted Chieftaincy disputes have been addressed in the Northern and North-east regions</i></p>	<p><i>Young people have participated, influenced and strengthened Social cohesion among communities.</i></p>
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			<i>communitie s in these regions.</i>					
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<p>SGSP 4</p> <p>To enhance literacy outcomes in Northern region and contribute to overall quality education delivery</p>	<p><i>Number of children literate in the Northern region.</i></p> <p><i>Number of educational policies initiated, adopted and adapted by sub-national education units purposely to improve literacy rates.</i></p> <p><i>%increase in literacy rates at the sub-national levels in the</i></p>	<p><i>Increase literacy rate in the Northern region by 15%, --from 47% to 62% by 2025</i></p>	<p><i>Illiteracy rates in the Northern region currently stands at 53%, the worst in Ghana</i></p>	<p><i>Scale-up and expand Read Alive project to cover 3 additional districts</i></p> <p><i>Increase number of beneficiaries to 1,000 children</i></p> <p><i>Stakeholders in the education</i></p>	<p><i>Illiteracy rate reduced by at least 5%</i></p> <p><i>Increased engagement</i></p>	<p><i>Illiteracy rates reduced by 10%</i></p> <p><i>Number of beneficiaries increased to 2,000 and at least 1,500 children can read, write and speak fluently.</i></p> <p><i>Stakeholders in the education value chain</i></p>	<p><i>Illiteracy rates reduced by 15%</i></p> <p><i>Number of beneficiaries increased to 2,500 and at least all 2,500 beneficiaries can read, write and speak fluently</i></p> <p><i>Policy reviews and further</i></p>	<p><i>Evidence available and documented on improved literacy rates and outcomes in the Northern region</i></p> <p><i>Regional Stakeholders engagement held for validation of evidence, learning and sharing and advocacy for adaptation by all districts in the Northern region.</i></p>
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	<i>Northern region.</i>			<i>value chain engaged on literacy rate improvement policies and planning</i>	<i>and advocacy with Stakeholders in the education value chain engaged on literacy rate improvement policies and planning</i>	<i>adopt and adapt policy changes towards improving literacy outcomes</i>	<i>dialogues and advocacy on policy implementation is lead by Simba Ghana</i>	
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<p>SGSP 5</p> <p>Increase visibility and recognition as the leading facilitator of youth, women and girls' voices and inclusion in Northern Ghana.</p>	<p><i>Number and nature of safe-spaces and platforms created or occupied</i></p> <p><i>Number and nature of sub-national platforms created or occupied</i></p>	<p><i>Simba Ghana holds at least 10 publicity events (public lecture, conferences) with quality youth, women and girls' participation and publicity</i></p>	<p><i>Simba Ghana has weak presence at the sub-national/district level</i></p>	<p><i>Enhanced physical/virtual visibility at the across all operational areas.</i></p> <p><i>Organise publicity events (get-togethers and breakfast meetings)</i></p>	<p><i>Increased Simba Ghana's visibility on regional, national and international NGO space.</i></p>	<p><i>Increased role of Simba Ghana on policy influencing issues at all levels on youth, women and girls.</i></p>	<p><i>Simba Ghana creates and occupies spaces at the regional level</i></p>	<p><i>Simba Ghana Secures participation in international conferences on youth, women and girls as well as education.</i></p> <p><i>Increased publication and documentation of Simba Ghana's success stories at national and international media</i></p>
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10. OPERATING BUDGET

<i>Exchange Rate: 1\$:11¢</i>	<i>Estimated Amount \$</i>	<i>Estimated Amount ¢</i>
<i>Expected Income</i>		
<i>Grants</i>	<i>2,800,000</i>	<i>30,800,000</i>
<i>Donations</i>	<i>400,000</i>	<i>4,400,000</i>
<i>Fundraising</i>	<i>600,000</i>	<i>6,600,000</i>
<i>Interest</i>	<i>80,000</i>	<i>880,000</i>
<i>Other income</i>	<i>120,000</i>	<i>1,320,000</i>
<i>TOTAL:</i>	<i>4,000,000</i>	<i>44,000,000</i>
<i>Expected Expenditure</i>		
<i>Staffing Costs</i>	<i>190,910</i>	<i>2,100,000</i>
<i>Office running costs (rent, etc.)</i>	<i>54,550</i>	<i>600,000</i>
<i>Staff development</i>	<i>25,000</i>	<i>275,000</i>
<i>Other costs</i>	<i>1,000</i>	<i>11,000</i>
<i>TOTAL:</i>	<i>271,460</i>	<i>2,986,060</i>
<i>Programmness/Projects' Costs</i>		
<i>SGSP Programme costs</i>	<i>3,300,000</i>	<i>36,300,000</i>
<i>Communication and Marketing Costs</i>	<i>120,000</i>	<i>1,320,000</i>
<i>Running Costs</i>	<i>216,000</i>	<i>2,376,000</i>
<i>TOTAL:</i>	<i>3,636,000</i>	<i>39,996,000</i>
<i>TOTAL EXPENDITURE:</i>	<i>3,907,460</i>	<i>42,982,060</i>
<i>TOTAL Profit/Loss:</i>	<i>92,540.00</i>	<i>1,017,940</i>
<i>(Income – Total Expenditure)</i>		



11. ORGANOGRAM

