ANNUAL REPORT

2024

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Message From the Secretary General

Solomon Gbolo GAYONI

The year 2024 marked a pivotal period in the transformation journey of the GRCS; a year defined by resilience, reform, and renewal. Amidst economic turbulence, political uncertainty, and increasing humanitarian needs across the country and region, the National Society remained steadfast in its commitment to humanity, neutrality, impartiality, and voluntary service.

The progress made in climate action, disaster preparedness, health and WASH, youth engagement, and humanitarian diplomacy reflects the strength of our Movement-wide collaboration, the dedication of our volunteers and staff, and the visionary leadership of our Governing Board and Management. The establishment of the National Society Development Unit and the implementation of wide-ranging reforms in governance, communications, volunteer management, and financial stewardship signal a deep institutional shift, one that aligns GRCS with global standards of accountability and impact.

Key milestones such as the drafting of a revised Constitution, the hosting of international Movement events, the roll-out of a national communications architecture, and the reactivation of legacy programmes like the Mothers' Club illustrate the Society's renewed sense of purpose and direction. Equally, our deepened humanitarian diplomacy efforts have laid the foundation for stronger policy engagement, increased visibility, and long-awaited legal recognition through the passage of the Red Cross Act.

Looking ahead, the Ghana Red Cross Society will continue to pursue its National Society Transformation Agenda with vigour. Priorities for 2025 and beyond include:

- Securing the passage of the GRCS Act to formalize our legal mandate.
- Implementing the multi-year Climate-Smart Strategy and scaling community-led environmental initiatives.
- Deepening youth involvement through the new Youth Policy and expanding Red Cross Clubs across tertiary institutions.
- Expanding our volunteer base and institutionalizing performance-based recognition systems.
- Strengthening community resilience in disaster-prone and conflict-affected areas, particularly in the northern regions.
- Finalizing and operationalizing new governance policies and systems, including modern financial management tools, staff appraisal systems, and risk mitigation frameworks.
- Broadening partnerships with corporate, governmental, and multilateral actors, including UN agencies and private sector stakeholders.

The challenges of 2024 have taught us that transformation is not a destination, but a continuous journey. We have reconnected with our core values, rekindled the trust of our partners and the public, and reaffirmed our position as a humanitarian actor of national relevance and regional importance.

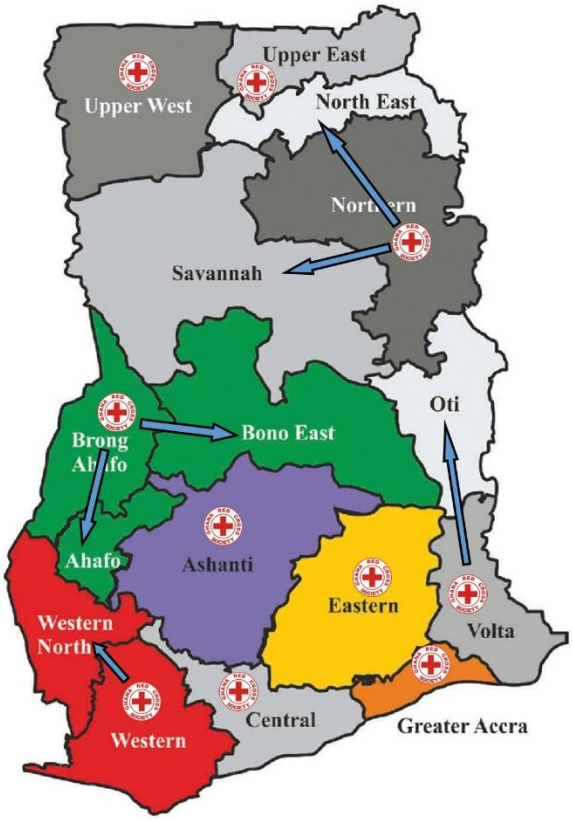
To every volunteer, staff member, donor, Movement partner, and friend of the Red Cross, your unwavering support made this year's achievements possible. Together, we look to the future with hope, confidence, and determination, ready to meet the complex humanitarian challenges ahead and committed to leaving no one behind.

In humanity, we find our strength. In service, we find our purpose. In unity, we find our way forward.

Ghana in Brief - 2024

Ghana remained a stable lower-middle-income country in West Africa, with an estimated population exceeding 33 million. The country had a predominantly youthful demographic, with about 57% under the age of 25. Urbanization continued to rise, with over half the population living in urban areas, exerting pressure on infrastructure and social services.

Economically, Ghana faced significant challenges in 2024. The Ghanaian Cedi continued to depreciate against major currencies, driving up inflation and increasing the cost of living. Fiscal constraints and high public debt levels limited government spending, while unemployment especially among youth remained a pressing concern.



The health system made steady progress but remained under strain. Life expectancy hovered around 64 years, and communicable diseases such as malaria, tuberculosis, and cholera were still prevalent. In 2024, a cholera outbreak affected five regions. Non-communicable diseases also rose, reflecting shifting lifestyles. Access to quality health services was uneven, particularly in rural and peri-urban communities. Epidemiologically, Ghana remained vulnerable to disease outbreaks including meningitis and Lassa fever. The lingering effects of COVID-19 continued to burden surveillance systems and health infrastructure.

Politically, the country maintained relative stability. The 2024 general elections were peaceful overall but marked by isolated incidents of violence and misinformation. Civic engagement and political tolerance among the youth remained critical focus areas.

Ghana was increasingly affected by climate-related disasters including floods, and coastal erosion. Food insecurity and displacement required attention in the northern part of the country due to environmental and climate factors, and cross-border movements.

The Ghana Red Cross Society (GRCS), established in 1958 and recognized by an Act of Parliament in 1960, remained the country's leading auxiliary humanitarian organization. By the end of 2024, GRCS was present in all 16 administrative regions, with operational management based on the original ten regional structures.

In response to Ghana's complex humanitarian landscape, GRCS continued to deliver lifesaving services through health interventions, climate action, disaster response, and youth engagement. Backed by a revitalized institutional framework, an active volunteer network, and strengthened credibility, GRCS reaffirmed its commitment to the power of humanity and its readiness to serve the most vulnerable anytime, and anywhere.

Executive Summary

In 2024, the Ghana Red Cross Society (GRCS) operated within an increasingly volatile socio-economic and political environment, both nationally and globally. The persistent depreciation of the Ghanaian Cedi, coupled with rising commodity prices and limited fiscal space, exacerbated the vulnerabilities of many communities. Simultaneously, the nation's election year brought renewed democratic energy but also heightened political tensions, marked by isolated incidents of electoral violence and growing public anxiety. Across the region, overlapping humanitarian challenges such as food insecurity, displacement, and climate shocks continued to strain fragile systems.

Against this backdrop, the GRCS rose to meet the moment, strengthening its institutional capacity, deepening its community engagement, and advancing its role as a trusted humanitarian actor. Through strategic alignment with the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC), the National Society achieved significant milestones across its core areas of work:

- GRCS submitted a high-impact afforestation proposal under the IFRC Pan African Tree Planting and Care initiative, developed a six-month locally led adaptation plan, and formed a climate technical working group to guide its multi-year strategy. Partnerships with the Ministry of Environment, Forestry Commission, and Green People were initiated to access climate financing and carbon markets.
- The National Society advanced its anticipatory action systems through the development of a Simplified Early Action Protocol (SEAP), stakeholder mapping, and community risk assessments. GRCS also coordinated contingency planning for the 2024 general elections and responded to crises in regions in the northern part of the country related to cross-border displacement, with support from ICRC.
- GRCS managed and rehabilitated 19 water systems serving over 50,000 people and responded to a cholera outbreak that spread across five regions. Volunteer teams were rapidly mobilized for hygiene promotion and community sensitization. Urban WASH initiatives, supported by the Netherlands Red Cross, reached over 8,800 beneficiaries with behavioral change communications.
- The National Society prioritized inclusion in beneficiary targeting and volunteer recruitment, with a focus on women, single mothers, and youth. Red Cross mothers were re-engaged through a revitalized Mothers' Club framework, while youth leadership structures were strengthened through the development of new Youth and NSD policies.
- Movement coordination reached new heights with joint efforts from GRCS, IFRC, and ICRC. Ghana hosted several high-level Movement meetings, including the Africa West Coast Regional Meeting attended by the President of the IFRC. Institutional alignment with Movement principles was deepened, and inter-agency collaboration on security, communications, and humanitarian diplomacy was enhanced.
- A newly created NSD Unit spearheaded a transformation agenda addressing long-standing challenges in governance, legal status, communications, volunteer management, and financial sustainability. Twenty-one policy documents were revised, a reviewed organizational structure was adopted, and governance systems were strengthened with increased transparency and oversight.

- A comprehensive engagement plan was developed to build strategic partnerships with Parliament, government ministries, corporate entities, and bilateral institutions under the National Society's Humanitarian Diplomacy drive. While the election year posed constraints for government advocacy, foundational work was laid for the eventual passage of the long-overdue Red Cross Act.
- A youth engagement initiative mobilized political and Red Cross youth nationwide to promote humanitarian values, counter disinformation, and foster peaceful participation in civic life. The program aligned with Ghana's National Youth Policy and helped enhance community acceptance and operational safety in tense environments.
- GRCS made notable progress in reducing salary and statutory payment arrears, curbing operational inefficiencies, and improving administrative systems. An upgraded vehicle control policy eliminated transport-related incidents, and internal assessments revealed increased staff productivity despite a reduced workforce.
- In 2024, the Ghana Red Cross Society generated GHS 12.84 million in income (62% of its target) and incurred costs of GHS 13.44 million (77% of budget), ending the year with a deficit of GHS 35,396.34. The 2025 budget projects a significant increase, with GHS 25.9 million in income and GHS 25.93 million in expenditure, driven by anticipated support from partners like IFRC, ICRC, and new initiatives such as My Climate.

In 2024, the Ghana Red Cross Society demonstrated that even in the face of uncertainty, transformational leadership, strategic partnerships, and community trust can drive meaningful humanitarian impact. Looking ahead, the GRCS is poised to consolidate its gains, advocate for stronger legal recognition, and expand its reach, empowered by a growing cadre of dedicated volunteers, youth, and partners committed to the power of humanity

Strategic Priorities

Climate and Environment

In line with the Ghana Red Cross Society's (GRCS) commitment to climate mitigation and adaptation, 2024 witnessed a renewed emphasis on nature-based solutions, community engagement, and national climate policy alignment. With support from the International Federation of Red Cross and Red Crescent Societies (IFRC), the GRCS submitted a high-impact, community-driven afforestation and reforestation project under the IFRC Pan-African Tree Planting and Care Initiative. This initiative forms part of the global Red Cross Red Crescent Movement's climate action to increase carbon sequestration and enhance ecosystem resilience.

As part of its locally led adaptation (LLA) agenda, the GRCS developed a six-month climate action plan aimed at engaging key national stakeholders, assessing policy landscapes, and building momentum toward a multi-year, climate-smart strategy. In June 2024, GRCS and the IFRC co-hosted a high-level stakeholder meeting to introduce the Red Cross Red Crescent climate journey and mobilize cross-sectoral buy-in. A National Society Technical Working Group (TWG) on Climate Change, comprising the Secretary General, departmental heads, and senior programme staff was constituted to steer implementation. The IFRC Climate Centre representative based in Burkina Faso joined virtually to provide technical orientation on the NS's roadmap and expectations.

To strengthen policy engagement, the GRCS and IFRC held multiple meetings with the Ministry of Environment, Science, Technology and Innovation and the Forestry Commission, focusing on the Voluntary Carbon Market (VCM) and its policy implications. Through these engagements, the IFRC successfully secured "No Objection" letters from the Forestry Commission and the Ministry of Food and Agriculture as key prerequisites for submitting a proposal to the African Development Bank's Climate Mitigation Window.

In a promising move to expand technical and financial capacity, a Memorandum of Understanding (MoU) was signed between the IFRC and Green People, an environmental NGO. This partnership is expected to significantly support resource mobilization efforts, enhancing the GRCS's ability to

deliver impactful forestry and carbon offset projects aligned with Ghana's Nationally Determined Contributions (NDCs) under the Paris Agreement.

Disasters and Crises

Ghana continues to experience recurring flooding and increasing seismic risk, exacerbated by climate variability and urban expansion. In response, the GRCS developed a Simplified Early Action Protocol (SEAP) in collaboration with national stakeholders. The draft SEAP was submitted to the IFRC's Anticipatory Action Office in Abuja for review and feedback.

In April 2024, the GRCS convened a two-day inception meeting with regional and national partners to launch the Anticipatory Action (AA) project. A six-month plan was developed and implemented by the TWG on Anticipatory Action, which met three times within the year. Key activities included stakeholder mapping, community identification, and regional branch engagement.

In the face of rising insecurity and displacement in northern Ghana due to cross-border violence in Burkina Faso, the GRCS, in collaboration with the ICRC, deployed a joint team including regional managers and disaster officers to assess conditions in affected areas. Humanitarian needs assessments were conducted, informing ongoing response planning.

The GRCS also submitted a request for a no-cost extension of the AA project to allow for the completion of critical activities. The IFRC country office provided sustained technical support throughout the year to strengthen the disaster preparedness framework of the Society.

In November 2024, ahead of Ghana's general elections, the GRCS hosted a two-day emergency preparedness workshop in Accra, bringing together key institutions including NADMO, the Electoral Commission, the Ghana Ambulance Service, the Fire Service, Immigration, the Police Service and media partners. A comprehensive Election Contingency Plan was developed and adopted during the workshop, held in Accra.

In the run-up to and during the December 2024 elections, with support from the IFRC's Disaster Relief Emergency Fund (DREF) and the ICRC, the GRCS deployed over 500 trained volunteers nationwide. These volunteers provided First Aid and psychosocial support at polling centers and vote collation centers, ensuring a humanitarian presence during a critical moment in Ghana's democratic process. With support from the ICRC, 40 volunteers were trained in Restoration of Family Links and deployed to border communities to support displaced persons in case there were hostilities, and population movement occurred. GRCS volunteers were also mobilized for the presidential inauguration on 7th January 2025.

In the regions in the northern part of Ghana, where humanitarian needs remain acute, the GRCS and the ICRC invested in security training, safer access protocols, and risk communication. Despite progress, full integration of security procedures across all regional branches remains a work in progress. Nevertheless, GRCS demonstrated significant capacity to align its humanitarian response with Movement principles and the complex needs of displaced and host populations, strengthening its national reputation for trust and impartiality.

Health and Wellbeing

The Ghana Red Cross Society continues to play a leading role in providing safe water access, disease prevention, and health promotion. In 2024, GRCS managed 19 community-based water supply systems, serving over 50,000 people. Ten broken systems in the Eastern and Ashanti regions were successfully rehabilitated. A major milestone was achieved in June 2024 with the validation of the Obretema water system, implemented in partnership with Fontes Foundation and Myclimate.org. Stakeholder consultations in Kumasi and Koforidua brought together water service actors and

community leaders to explore funding mechanisms and improve sustainability. Implementation milestones for 2025 are well underway, creating renewed hope for underserved communities.

In October 2024, Ghana experienced a cholera outbreak originating in the Ada East District. The epidemic rapidly spread to 36 districts across five regions. By year-end, 398 confirmed and 4,850 suspected cases had been reported. GRCS swiftly mobilized 100 volunteers to conduct community sensitization, reaching over 20,000 people in homes, schools, markets, and religious centers. A DREF request for emergency funding was submitted and approved for implementation in early 2025.

The GRCS also advanced its Urban WASH (Water, Sanitation, and Hygiene) program with support from the Netherlands Red Cross. Notable achievements included:

- A Behavior Change Communication (BCC) workshop in Asante Mampong involving 46 participants.
- Pending MOU with the Ghana Water Company's Low-Income Customer Support Department to facilitate household pipe connections for 415 homes.
- Recruitment of 50 volunteers and community-level awareness campaigns in six project communities.
- Use of community information centers and 40 jingle sessions to disseminate key messages.
- BCC campaigns reached over 8,000 beneficiaries, promoting water conservation, billing awareness, and leakage reporting.

Through ongoing collaboration with the IFRC and its partners, the GRCS continues to strengthen community health systems and broaden its reach in both rural and urban settings. The Urban WASH project is currently the first of its kind in the Federation where a National Society has engaged government in WASH in low-income households. This has become a model within the Federation where other National Societies are encouraged to emulate.

Values, Power, and Inclusion

Promoting dignity, equity, and social inclusion remains a cross-cutting priority for the Ghana Red Cross Society. All GRCS projects in 2024 were designed with deliberate efforts to reach marginalized groups and promote the active participation of women, youth, and persons with special needs.

In the Urban WASH project, inclusion criteria ensured representation across gender and socioeconomic lines. Recruitment of volunteers was structured to empower women, with designated leadership roles in field implementation.

During the 2024 flood relief operations in the Savannah and Volta Regions, targeted support was given to female-headed households and single mothers. Beneficiaries received tailored hygiene kits, and unconditional cash transfers were delivered in a dignified and accessible manner. These actions were guided by a commitment to safeguarding, gender equity, and community accountability.

The GRCS continues to deepen its institutional commitment to the Fundamental Principles of the Movement and the Core Humanitarian Standard on Quality and Accountability (CHS), ensuring that its programs are inclusive, principled, and responsive to those most in need.

Enabling Functions

Strategic and Operational Coordination

In 2024, the Ghana Red Cross Society (GRCS) intensified its efforts to strengthen coordination, alignment, and communication across the humanitarian landscape. Recognizing the growing complexity of humanitarian needs, the GRCS prioritized strategic collaboration and operational synergy with Movement partners, national stakeholders, and donors to enhance impact and effectiveness.

Throughout the year, the National Society actively promoted Movement Coordination mechanisms, facilitating regular engagement with the IFRC and ICRC. These engagements supported a shared vision, harmonized actions, and leveraged comparative advantages across Movement partners. Notably, the implementation of ICRC-funded programmes such as the Cross-Border Security Meeting and the Movement Induction Course (Minimic) for governance members demonstrated the value of integrated approaches and underscored the importance of IFRC participation for Movement coherence.

These collaborative efforts yielded tangible benefits for the National Society, enabling the implementation of key resolutions from International Conferences and aligning GRCS operations with global Red Cross Red Crescent commitments. Through joint initiatives, the GRCS, with ICRC funding and IFRC engagement, developed a national communications architecture that not only improved internal messaging but also played a critical role in rebuilding the National Society's image and managing reputational risks.

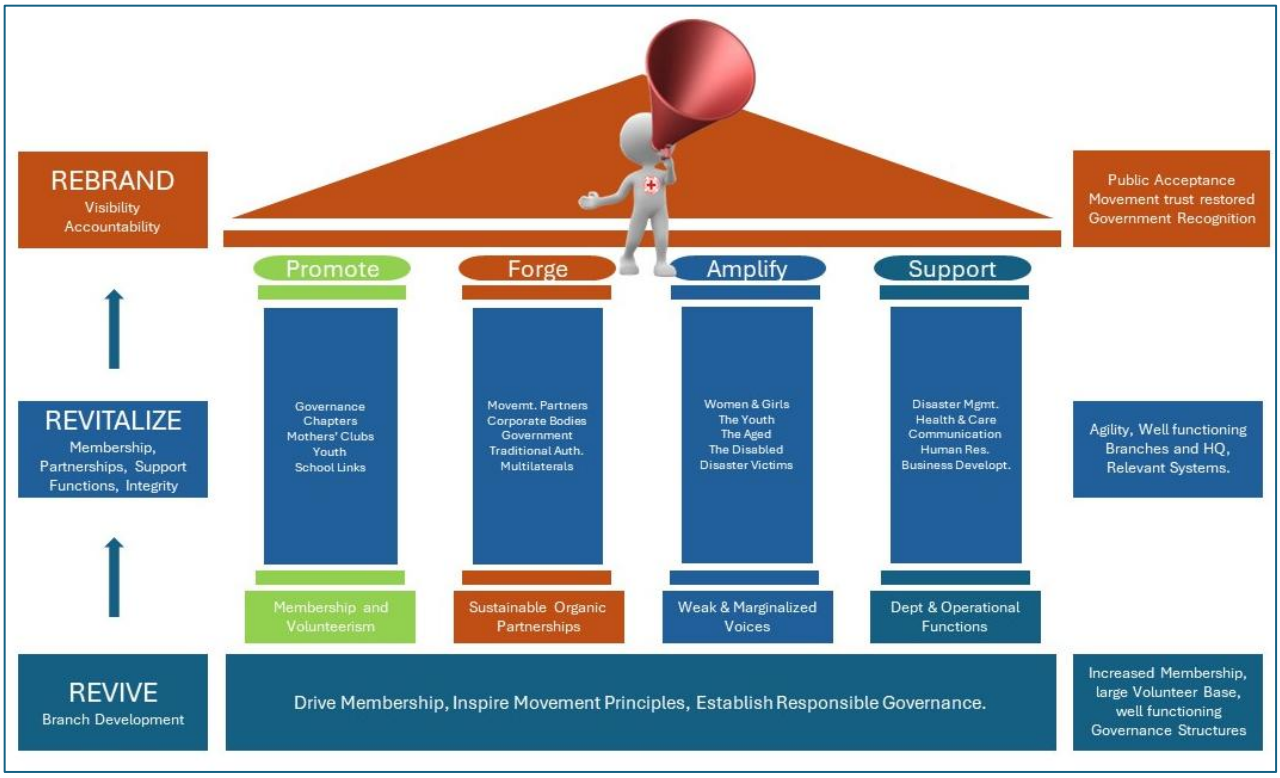
Security remained a core focus in 2024. Joint support from the ICRC and IFRC facilitated the development of a stronger security-conscious culture within the GRCS. This enabled improved

access to vulnerable communities across the country, while enhancing the safety and preparedness of staff and volunteers. Further, the IFRC funded comprehensive insurance coverage for over 400 volunteers, ensuring protection for those participating in Movement-backed operations.

A major achievement in regional coordination was the facilitation of a high-level cross-border meeting involving National Societies from Ghana, Burkina Faso, Togo, Benin, and Côte d'Ivoire. With support from the ICRC, this meeting aimed to develop a harmonized approach to regional security and humanitarian access: an urgent priority considering Ghana's geopolitical location and multilingual context.

A delegation three from the GRCS attended in the 2024 Council of Delegates Conference and the 34th International Conference in Geneva, during which a total of 188 statements were given from the Conference session, and 27 side events and 12 spotlight sessions took place. The delegation participated in the adoption of the resolutions.

National Society Development



In 2024, the Ghana Red Cross Society reached a turning point in its institutional evolution with the establishment of a dedicated National Society Development (NSD) Unit. This milestone marked the beginning of a comprehensive transformation agenda, grounded in self-assessment, systems strengthening, and governance renewal.

An initial organizational assessment by the NSD Unit highlighted critical gaps affecting performance and credibility. Trust and transparency had been eroded by legacy issues, including the absence of a clear communication strategy to address misinformation and reputational crises, some of which dated back to 2001. The National Society also faced challenges with decision-making, as donor-driven project execution often overshadowed strategic ownership and long-term development priorities. Financial instability, limited funding diversification, and the absence of youth and gender balance were identified as key threats to sustainability.

One structural limitation was the decade-long delay in the enactment of the GRCS Act, which had undermined the Society's legal status, Movement alignment, and operational legitimacy within the national governance framework.

A major breakthrough came with the Minimic training supported by the ICRC. This historic engagement addressed several long-standing recommendations from the Africa Governance Group (AGG) mission of November 2023. Outcomes included the finalization of a revised GRCS Constitution, the approval of a modernized organizational structure, and the development of key governance and accountability policies, paving the way for enhanced transparency, anti-corruption safeguards, and leadership reform.

Under the direction of the GRCS President, a special subcommittee was formed to oversee the implementation of the National Society Transformation Agenda. This team, led by the Head of the NSD Unit and supported by the National Youth President, National Public Relations Advisor, and Secretary General, was tasked with operationalizing the assessment findings into actionable reforms.

By year-end, significant progress had been achieved:

- A revised Constitution was completed, reviewed, and approved by the Governing Board for submission to the Joint Statutes Commission.
- 21 updated policies and codes were redrafted, addressing key areas such as financial accountability, staff management, legal procedures, membership, and disciplinary frameworks.
- An enhanced organogram reflecting strategic priorities was adopted by the Governing Board.
- Governance structures were strengthened through the establishment of standing committees chaired by sector professionals, more frequent board meetings, and digital platforms for real-time updates and consultations.
- Emergency online board meetings ensured responsive decision-making on urgent matters.

Communications and Image Building

The NSD Unit, overseeing the Communications Department with support from the National Public Relations Advisor, spearheaded the development of a National Communications Architecture. The first step was the revision of the existing Communications Policy into a new strategy called the “Horn of Humanity”. The overall framework suggested the decentralization of the communication functions, building of staff capacity, and enhancing the GRCS’s public profile. With ICRC support, over 20 communicators were trained in digital and operational communication. Internal content assessments showed significant improvements in grammar, tone, and engagement quality.

The GRCS’s social media presence became one of the most vibrant among African National Societies. Online engagement increased sharply, and a new monitoring system was launched to ensure prompt responses to public inquiries, criticism, and misinformation, helping the NS to proactively shape its public image.

Volunteer Management and Engagement

A revitalized Volunteer Management System was rolled out by the NSD Unit, significantly improving volunteer satisfaction, performance, and retention. Past grievances and unrest were addressed through active listening and inclusive consultation. Volunteers reported feeling more valued, which translated into greater commitment and increased participation. Notably, formerly inactive senior volunteers began re-engaging, and plans emerged to establish a Senior Citizens’ Chapter to support the Society with their knowledge, experience, and leadership.

The GRCS also adopted the IFRC Integrity Line, providing members and volunteers with a secure channel to report misconduct, corruption, or abuse confidentially and safely.

Youth and Membership Development

The National Youth President of the GRCS, Abudi Razak, received the prestigious Henry P. Davison Award for his critical role in climate change projects, the inclusion of minorities in humanitarian action, women in leadership, and other innovative projects.

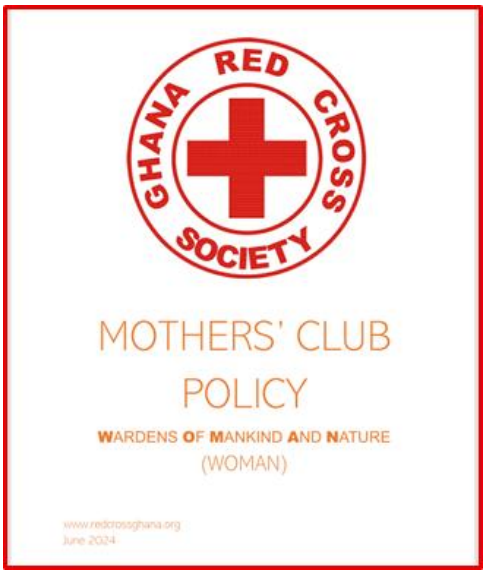
Recognizing that sustainable impact relies on a vibrant and engaged membership, the GRCS accelerated youth-focused initiatives. The NS developed a National Society Development Policy and a Youth Policy, both designed with strong youth input, including contributions from young law students and young professionals. The Youth Policy targeted tertiary-level students across universities, technical institutes, and vocational schools, with the aim of retaining them as lifelong contributors to the Red Cross movement. This vision seeks to grow a base of future leaders and professionals like lawyers, health workers, teachers, and engineers, who could contribute not only their time but also their expertise and financial support to the National Society.

As Ghana navigates increasing political polarization and rising regional insecurity due to tensions in neighbouring countries, the Ghana Red Cross Society identified youth engagement as a vital strategy for promoting humanitarian access, peace, and community cohesion. With approximately 57% of Ghana's population under the age of 25, the youth demographic presents both a challenge and an opportunity. In 2024, the GRCS launched a targeted youth engagement initiative aimed at building trust, countering misinformation, and deepening understanding of the Red Cross's principles of neutrality, impartiality, and independence. The initiative specifically focused on sensitizing politically affiliated youth and Red Cross youth groups nationwide. The initiative yielded tangible benefits: improved community acceptance, increased volunteerism, and enhanced operational security in politically sensitive areas. It also aligned with Ghana's National Youth Policy (2022–2032), which emphasizes youth involvement in governance, peacebuilding, and development. Through this approach, the GRCS strengthened its visibility, credibility, and impact,

while positioning youth at the heart of humanitarian action and in advance of the 10th Pan African Conference of the Red Cross and Red Crescent which emphasised the strategic role of youth in community engagement, resilience building, and the implementation of safeguarding principles.

Reviving the Mothers' Club Legacy

A standout achievement of the year was the revival of the Mothers' Club initiative, once the pride of the GRCS during the 1980s. A new Mothers' Club Policy titled "**W**ardens **O**f **M**ankind **A**nd **N**ations" (WOMAN) was developed jointly with the Mothers' Club leadership to institutionalize and protect the unique contributions of Red Cross mothers, many of whom may not have formal education but possess deep community wisdom and practical experience.



These women are now formally engaged to provide support to girls, pregnant women, new mothers, and the elderly, reinforcing the GRCS's presence in community health and care services. In 2004, the President of the IFRC visited Ghana, during which she interacted with the Mothers' Club. The members, inspired by the Presidency of the IFRC, ably held by a woman their generation officially appoint Kate Forbes as their Honorary President, recognizing her as a full Ghana Red Cross Society Mothers' Club member. They pledged to highlight Kate's leadership and encourage other successful women within the Red Cross and beyond to be inspired that, impactful female leadership is both attainable and essential, and women's progress is amplified when women support one another in leadership role, indicating their resolve to encourage more women to step forward and take up responsible positions within the Movement.

Humanitarian Diplomacy

Throughout 2024, the GRCS advanced its humanitarian diplomacy agenda with renewed energy and strategic clarity, enabled by the unwavering support of the IFRC and ICRC. This support contributed significantly to restoring confidence in the GRCS among stakeholders, development partners, and international observers.

The strong and visible backing of the ICRC and IFRC coupled with enhanced communication efforts and strategic lobbying by the President and National Society leadership strengthened the GRCS's reputation. These efforts culminated in Ghana hosting a series of high-level international conferences and Movement meetings. Notably, the Africa West Coast Group Meeting was held in Accra, attended by none other than IFRC President Kate Forbes. These events not only elevated the GRCS's regional profile but also demonstrated growing trust in its leadership and institutional maturity.

Before this international visibility, the National Society had embarked on a comprehensive humanitarian diplomacy drive targeting the previous government, traditional authorities, and key public institutions. However, an internal assessment by the NS identified a longstanding disconnect between the GRCS and government policymakers, mainly caused by change in governments. This gap had undermined several key areas of institutional development, most significantly:

- The long-pending Red Cross Society Act, which has remained unenacted for over a decade, leaving the NS in a legal and operational limbo.
- Limited ability to secure official recognition and the full endorsement of its auxiliary role.
- Weak strategic relationships with UN agencies, NGOs, and the private sector, which continue to hamper visibility, influence, and resource mobilization.

To address these gaps, a forward-looking stakeholder engagement plan was proposed, targeting government ministries, departments, agencies, Parliament, corporate bodies, philanthropic foundations, and multilateral development institutions. Although 2024, being an election year, presented challenges for obtaining government commitments, the groundwork was laid for implementation in 2025. Key activities prepared included:

- Developing tailored training and resource materials to brief authorities on the NS's auxiliary role, humanitarian mandate, and operational relevance.
- Initiating advocacy with Parliament to support the adoption of Red Cross-related International Conference (IC) resolutions and the long-overdue Red Cross Act.
- Engaging authorities on Safer Access frameworks to enhance protection and cooperation during violent incidents, civil unrest, and security threats.
- Advocating for the recognition of Red Cross Youth as a national resource and mobilizing support for collaboration during emergencies.
- Establishing liaison mechanisms between the GRCS and key MDAs to institutionalize communication, coordination, and joint planning.

Accountability and Agility

News

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Daily Graphic, Wednesday, August 21, 2024.

Red Cross Society commits to operational efficiency

By Justice Agbenorsi

THE Ghana Red Cross Society (GRCS) is putting measures in place to improve on its operational efficiency to attract more support to discharge its mandate efficiently.

The acting Secretary-General of the society, Solomon Gayoni Gbolo, said this when he appeared before the Public Accounts Committee (PAC) of Parliament in Accra.

This was after the committee had commended the GRCS for its improved financial ratio for the year under review - 2023.

Other members of the society who were present at the meeting were the Finance and Administration Manager, Patience Otinkorang; the Internal Auditor, Charles Tettegah, and the Central Regional Manager, Mohammed Baidoo.

Projects

On compensations, Mr Gbolo said the society had entered into partnership with Fontef, a non-governmental organisation based in Switzerland, to pay GH¢ 73,500 to landowners to roll out a sustainable water, sanitation and hygiene (WASH) campaign in the Eastern Region.

"We had a feeling that the landowners will one day wake up and say the project is on our land so we will not allow any community member to access the project.

"So even though compensation was not part of the original plan, we had to find a way to compensate them to avoid such a situation in future," he said.

Mr Gbolo further told the

@ a glance

The Public Accounts Committee of Parliament has commended the Ghana Red Cross Society for working to improve its financial ratio last year.

• Solomon Gayoni Gbolo, acting Secretary-General, Ghana Red Cross Society, addressing the committee. With him is Patience Otinkorang, Director, Finance and Administration, Ghana Red Cross

The GRCS approached 2024 with a renewed focus on accountability, operational agility, and institutional reform. A key strategy was the deliberate placement of experienced professionals in critical departments such as NSD and Communications. These placements have directly improved coordination, performance, and the overall efficiency of the National Society.

Despite losing several traditional funding partners whose support had historically covered a significant portion of staff salaries, the GRCS adopted innovative cost-saving measures and financial controls that allowed it to reduce salary arrears from nine months to five months. Statutory obligations, including social security, PAYE, Tier 2 pensions, and provident fund contributions, also saw a significant reduction in arrears.

Additionally, the GRCS finalized preparations for a performance-based appraisal system linked to renewable staff contracts. This performance management framework is designed to promote accountability, motivation, and continuous improvement among personnel. Though operating with a leaner workforce, internal assessments reflected notable gains in both the quality and quantity of deliverables across departments.

Efforts to improve operational efficiency extended to addressing long-standing administrative bottlenecks:

- Outstanding electricity bills were reduced dramatically from GHS 85,000 to under GHS 20,000.
- Historic debts to vehicle garages were fully cleared.
- An upgraded vehicle control policy was introduced, drastically improving fleet safety and usage efficiency. Notably, no vehicular accidents or damage were recorded in 2024, marking a significant turnaround from previous years.

Through strategic reforms, improved resource stewardship, and strengthened leadership, the GRCS demonstrated a firm commitment to becoming a more agile, responsive, and principled humanitarian actor.

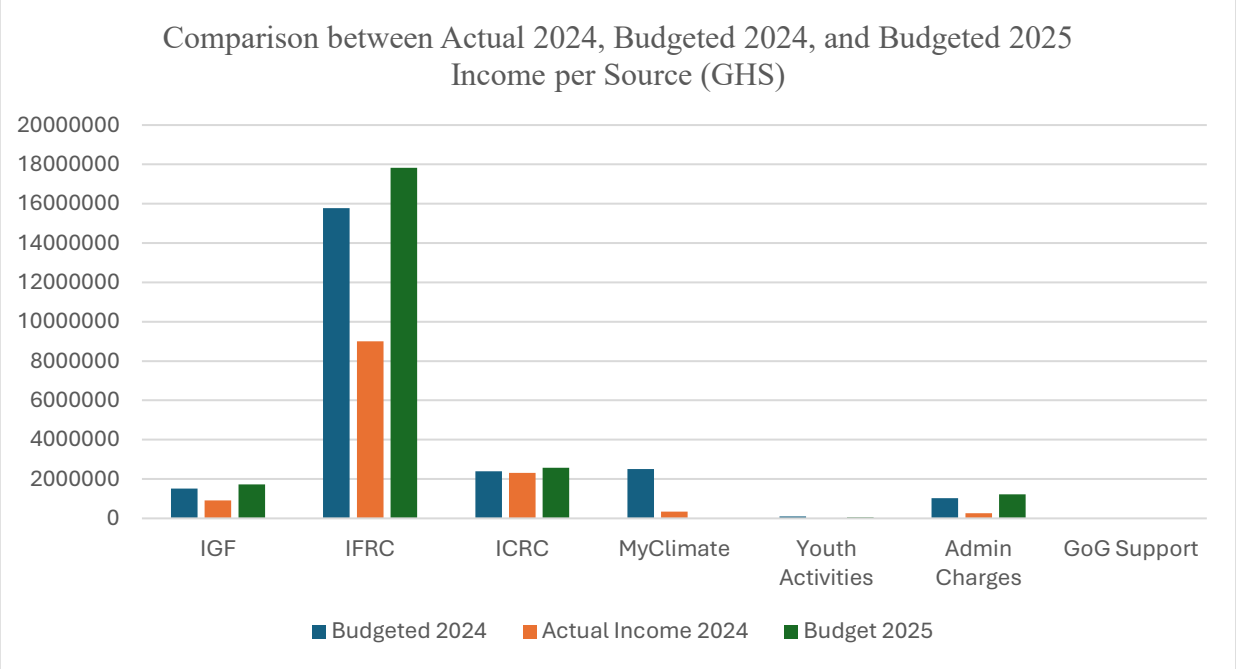
2024 Financial Performance and 2025 Projections

The NS embarked on an enhanced financial management drive that led to notable improvements in reporting timelines, the quality of financial reports, and the overall financial outlook of the National Society. No significant audit queries were raised regarding financial or procurement practices, reflecting the integrity and robustness of the systems in place. Notably, for the first time in recent years, the Public Accounts Committee of the Parliament of Ghana commended the National Society for its significantly improved financial performance.

In 2024, the Ghana Red Cross Society operated within a rapidly changing financial and economic environment. Actual income stood at GHS 12.84 million, representing 62% of the 2024 budget target. However, 2025 has been budgeted ambitiously at GHS 25.9 million, projecting a 347% increase over 2024 actual income, with major growth anticipated from partners like IFRC, ICRC, and relatively new initiatives such as those supported by My Climate and Fontes. The NS is also exploring other avenues of innovative financing within the carbon credit space, tree planting and care, E-business for our first services and products. Membership drive and contributions will witness a major boost within the coming year. A major expectation is the Tree Planting and Care Project which is projected to earn the NS approximately GHS16m within the first year (2025).

Total Expenditure in 2024 amounted to GHS 13.44 million, against a 2024 budgeted spend of GHS 17.47 million, achieving 77% budget utilization. For 2025, expenditure is projected at GHS 25.93 million, marking a 69% increase over 2024 actuals. The year 2024 closed with a minor deficit of GHS 35,396.34.

Income Analysis



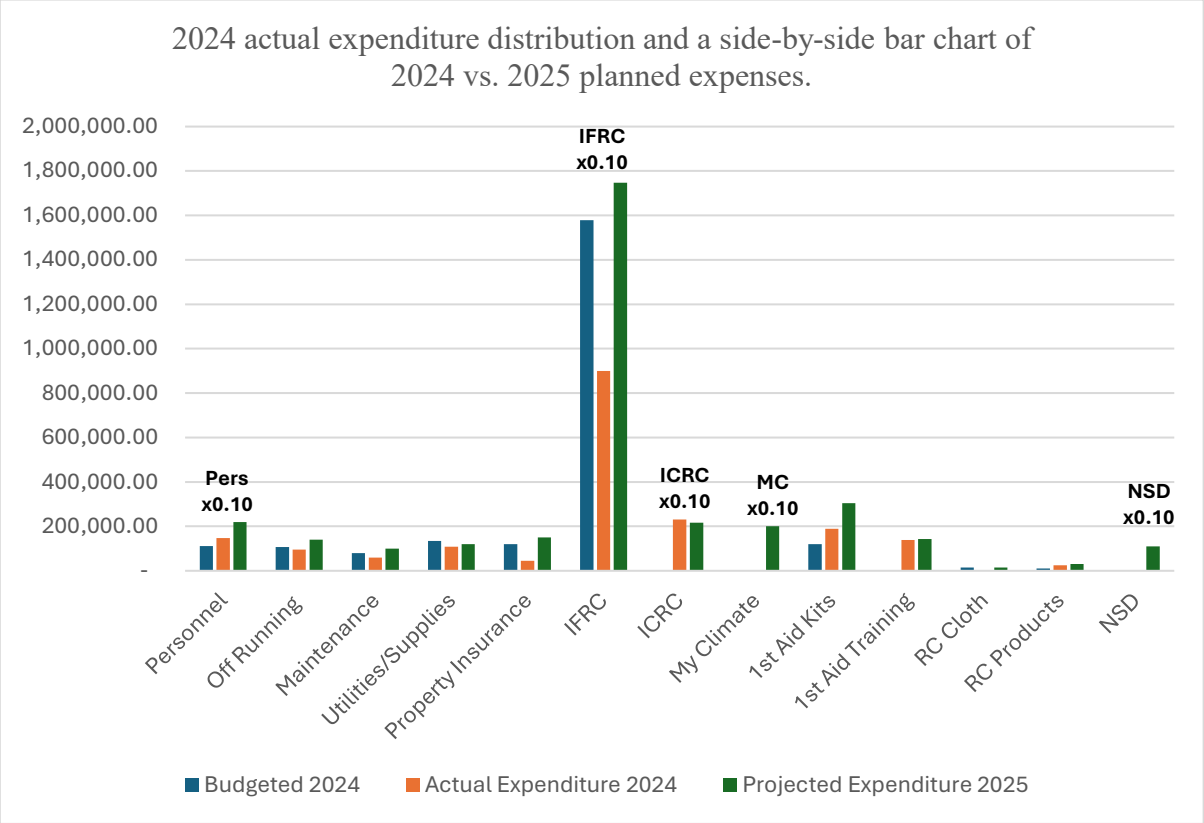
- IFRC remained the primary donor in 2024, contributing GHS 9 million, with a 98% growth projected in 2025 to GHS 17.82 million.
- ICRC support grew modestly to GHS 2.3 million in 2024; an 11% increase to GHS 2.56 million is forecasted for 2025.
- The My Climate initiative received GHS 340,000 in 2024 and is projected to reach GHS 2.5 million in 2025, indicating a significant strategic investment.
- Youth Activities increased from GHS 20,000 in 2024 to GHS 50,000 planned in 2025, a 150% growth.
- The 6% Administrative Cost Recovery realized GHS 255,016 in 2024. A 380% increase is projected for 2025, aiming at GHS 1.22 million, reflecting more projects coming to Ghana and enhanced efficiency in cost recovery mechanisms.
- GOG Support is expected at GHS 20,000 in 2025, marking its reintroduction into the funding mix.

Insights:

- IFRC and My Climate are the major growth drivers for 2025.
- Notable increases in 6% Admin Cost recovery and IGF highlight an internal shift toward sustainability.
- GOG Support is expected to be introduced after recording no funding for over a decade.

Total Income is projected to increase by GHS 13.06 million (347%) in 2025.

Expenditure Overview



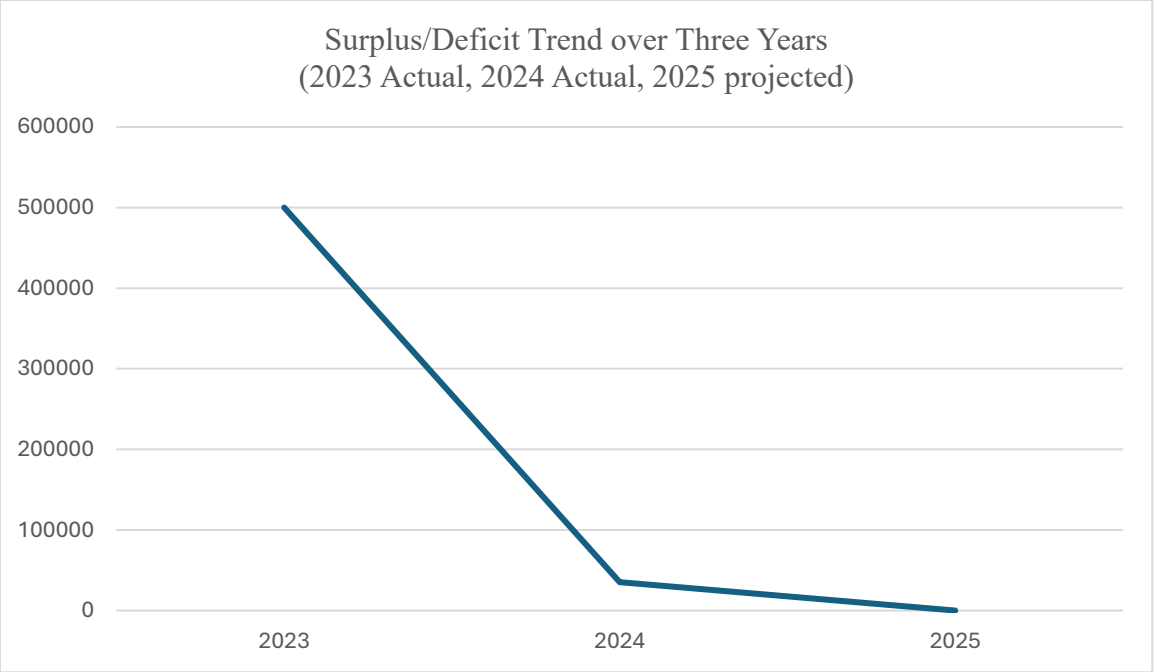
Key Expenditure Highlights:

- Personnel Costs rose to GHS 1.47 million in 2024 and are expected to grow by 148.5% to GHS 2.19 million in 2025, largely to support expanded operations.
- Office Running Costs, Maintenance, and Office Supplies are all projected to increase moderately, signalling a scaled-up organizational footprint.
- Building and Vehicle Insurance rose sharply from GHS 45,000 to GHS 150,000, marking a 333% growth, emphasizing risk protection.
- First Aid Kits and Training Costs remained steady, although projections for 2025 show moderate adjustments. The First Aid Kit budget increased to GHS 305,000, while Training was set at GHS 142,500.
- Red Cross Cloth and Products also reappear in the 2025 budget, signifying renewed focus on branding and visibility.
- National Society Development is budgeted at GHS 1.1 million in 2025, reflecting investments in structural strengthening and sustainability.
- IFRC program expenditure nearly doubles in 2025, indicating scale-up of humanitarian projects.
- Personnel Cost, Insurance, and Organizational Development show major increases.
- New allocations for My Climate, Red Cross Cloth, and National Development reflect strategic growth.

- Expenditures for ICRC slightly decrease, suggesting better cost-efficiency or completed activities.

Total Expenditure is expected to rise by GHS 9.37 million (69%) in 2025.

Surplus / Deficit Position



Despite prudent expenditure controls in 2024, the Ghana Red Cross Society closed the year with a marginal deficit of GHS 35,396.34. This reflects the lag in income realization against growing needs and operations. The 2025 budget aims to correct this through stronger donor engagement, improved internal income generation, and strategic alignment with climate and youth initiatives.

Key Takeaways:

- 2024 experienced a slight deficit of GHS 35,396, attributed to income-expenditure mismatch and new program expansions.
- The 2025 budget targets a balanced outcome (zero deficit), aiming for fiscal equilibrium through enhanced income mobilization and strategic spending.

Commercial First Aid Training Income Report – 2024

In 2024, the Ghana Red Cross Society continued to prioritize First Aid Training as a key component of its community resilience strategy. The total income generated under the First Aid Training Programme amounted to GHS 257,587.23, sourced from both the Head Office and Regional branches.

The Head Office, providing services for Corporate Bodies and Institutions, contributed a significant GHS 146,431.23, representing over 56% of the total income. This underscores the value of sustained engagement with formal institutions and businesses, where demand for First Aid Certification remains high due to workplace safety requirements. Regional contributions amounted to GHS 111,156.00.

Strategic Analysis and 2025 Outlook – First Aid

- Greater Accra, Ashanti, and Central Regions should be prioritized in 2025 due to their strategic locations, high population densities, and commercial opportunities.
- Deployment of targeted marketing campaigns, partnerships with transport unions, schools, and corporate bodies, and recruitment of local First Aid Trainers could dramatically improve revenue generation in underperforming regions.
- Introducing incentives or performance-based grants to regional branches may stimulate income generation.

Recommendations

1. Assign regional targets and support with centrally developed training kits and trainer deployment to activate dormant Regions
2. Capitalize on Urban Demand, focusing on the major cities with tailored First Aid offerings for corporate and educational institutions.
3. Leverage Partnerships by developing MOUs with local assemblies, education services, and workplaces to integrate First Aid training into civic programming.

4. Use social media and regional WhatsApp platforms to advertise community First Aid opportunities.

Closing: A New Chapter, A Renewed Call

2024 marked a turning point for the Ghana Red Cross Society, a year of transformation, renewal, and restored credibility. From governance reform and strengthened financial oversight to bold humanitarian action and climate leadership, GRCS has repositioned itself as a trusted, forward-looking National Society. The 2025 financial plan demonstrates bold ambition matched with strategic direction. With over GHS 13 million in projected growth, the Society aims to: expand climate resilience programs; deepen youth engagement; strengthen organizational capacity and; sustain core humanitarian services. We will continue to deepen our focus on transparency, value for money, donor accountability, and impact-driven implementation.

We are not who we were a few years ago, we are stronger, more accountable, and better prepared to serve. Parliament's commendation of our improved financial performance and renewed institutional discipline is a powerful testament to the integrity of the path we have chosen. This report is proof that change is not just promised, it is happening.

To our esteemed partners, the IFRC, ICRC, My Climate, Fontes Foundation, Netherlands Red Cross, IFRC Climate Centre, Ministries, Departments, Agencies, and all our donors, we thank you. Your belief in us made this progress possible.

To those who stepped back, particularly the Swiss Red Cross, we say this with open hearts: The Ghana Red Cross Society is ready to re-engage with integrity, transparency, and a renewed spirit of partnership. Our work as we are still in the growth process is not complete without you. We are a better Society and we can serve humanity even better together. Let us write the next chapter in partnership.