



## Annual Report 2020 & Projections 2021

'Cloud with silver lining...'



*through children,  
there will always be  
a golden lining*

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## 1. Chairperson's Message

AMO Programme is defined by these core characteristics: commitment, dedication and a passion for ensuring that Ghanaian school children at the Kindergarten and Basic Levels have access to learning materials which make learning a fun and brings out creativity in them.

AMO Programme as an NGO has long contributed to education in Ghana through the provision of Active Learning Materials (ALMs) and training of teachers and also for some time now harnessed the dream to be self-reliant and become a social enterprise.

During the year under review, through our partners and sponsors, AMO started the process of transforming itself into a social enterprise with some mechanisms put in place to achieve that, such as an ongoing consultation with the necessary processes for registration and setup of the business aspect, the expansion of our workshop to include a spraying/drying area, the purchase of a new car for AMO and providing the staff with potable water by drilling a borehole at the staff residence.

The year 2020 had been a difficult and challenging one due to the Covid-19 pandemic, but in the mist of all the challenges, the AMO staff through resilience and commitment gave off their best to ensure the organisation remained viable.

On behalf of the entire Board of Directors, I thank the AMO Programme Management for their outstanding leadership and all of the staff for their commitment to duty.

**Mrs. Theodosia Jackson**  
**AMO Board Chairperson**  
**(Principal of Jackson College of Education)**



## 2. The year in a glance

2020 started as a promising year. The first Quarter Sales went into a good direction. Then suddenly, COVID-19 unexpectedly hit the whole world. Something no one had ever expected or experienced before. All went in lock-down. Everyone had to sit home. Schools closed and only daily needs could be bought. That was what it was and everyone had to cope with the new reality and circumstances. It went out that the Sales of the first Quarter were more than two-third of all in 2020. AMO Programme was struggling during the rest of the year. However, it needs to be specially mentioned of the uplifted spirit of the Production Unit. They have to be commended for their tenacity in carrying out the work throughout the difficult period of COVID-19 in 2020.



There is a wonderful saying: *'every cloud has a silver lining'*.

As it turned out to be, there is a positive side to the sad situation. Taking the situation as it was, AMO Programme was able to carry out quite some projects which help to fulfil its mission more effectively. The achievements would be reported on later in this report.

In this report we'll leave out, the so-called infographic, which we started the last two years the Annual Report with. The figures of results of the year in the Infographic are this year not realistic, because of the lockdown and closed schools.

In all, it is now becoming clear that for the year 2020, there is really a silver lining for AMO Programme.

### 3. Board of Governors for the AMO Programme

#### 3.1. Composition of the Board

Name	Background	Involvement in AMO operations
Mrs. Theodosia Jackson Board Chairperson	Co-Chair of the Jackson Foundation and Jackson Education Complex	Research Unit
Rev. Dr. Kofi Amfo-Akonnor Vice Chairperson	District Minister, PCG-Koforidua	Marketing Unit/ Daily Management
Mr. Alex de Graft-Hanson Honorary Treasurer	National Director of Finance, PCG	Finances/ Daily Management
Mrs. Rosemund Amoaku Apenteng (Member)	General Manager of Presbyterian Schools	Training Unit/ Marketing Unit
Mr. Sampson Klu Member	Ghana Education Service Mpraeso District	Training Unit
Mr. Emmanuel Tabi-Agyei Member	KNUST - IRAI Department	Production Unit
Mr. Henk Bosch Member Secretary	Trainer/ Coach 'Okwan da ho – Travel & Training'	Overall Coordination/ Daily Management
Mr. Kwaku Kwakye Member	Production Manager, AMO Programme	Production Unit/ Daily Management
Mr. Samuel Mawuli Agbenu Recorder	Financial Administrator with AMO Programme	Finances/ Marketing Unit Daily Management

#### 3.2 Board Officers

- Mrs. Theodosia Jackson - Board Chairperson
- Rev. Dr. Kofi Amfo-Akonnor - Vice Chairperson
- Mr. Alex de Graft-Hanson - Treasurer
- Mr. Henk Bosch - Board Secretary / Coordinator

#### 3.3 Mode of Governance

AMO Programme holds on the Consensus, or Process Model for its Board Governance. It is a common form of Cooperative Model which many non-profit organisations use. It indicates that all Board members have an equal vote, equal responsibility, and equal liability. This Consensus Model is appropriate for corporations without major shareholders.

#### 3.4 Cloud with silver lining

The year 2020 was very cloudy as was elaborated on the unforeseen circumstances in the world. It was not easy to remain standing in such situations, but AMO Programme succeeded. Many of the spelled-out policy and marketing strategies could not be realized because of the impact of the pandemic. Therefore, management shifted its attention in the course of the year to concentrating on pending projects as well as to continuous production. Acknowledging the support of donors, AMO Programme was able to accomplish some essential projects giving a boost to the overall position of the organisation.

By that, there appeared a silver lining in the cloudy view on the year!

## 4. Accomplishments

The year under review saw the completion of the following projects:

### 4.1 Car for AMO



The new pickup came as a sigh of relief because since 2005, AMO Programme has been using a 1999 model pickup, which breaks down quite often and was very expensive to maintain. AMO Programme took delivery of a new Pickup through the benevolence of the ABaCus Foundation and Mrs Theodosia Jackson. Mr. Godfrey Amo Frempong was an intermediary in the verification and purchase of the vehicle.

The new pickup will accelerate the transportation of raw materials to the workshop and the delivery of learning materials to schools across the country. Besides, it will be used for visits to Model Schools for monitoring and training.

### 4.2 Borehole

As hitherto the staff accessed water from a nearby Sawmill and one was not too sure about how their storage systems were treated for health and safety, AMO needed to look for alternative. The drilling of the borehole at the staff residence which is about 2 kilometres from the AMO Office provides the staff with the access of clean potable water and by doing so ensuring better living conditions for staff members at the residence.

The Driller in order to meet realistic requirements on quality did the drilling deep to a depth of 65 meters. Doing so made it possible to get access to potable water even within the harshest weather conditions during the dry Harmattan season.

The Borehole Drilling Project was funded by Missions Foundation.



### 4.3 Spraying Area



Until the construction of a special area, spraying of the products was done outside the workshop which polluted the direct surroundings and also not very efficient as paint and lacquers are spread everywhere. Therefore, it was a great wish of the Production Team to build a specific Spraying Area with possible storage. Now, the expansion of the workshop including an attached spraying and drying areas put optimal use of the workspace and will expand the production activities.

The spraying and drying area itself makes possible that the spraying will be done in a spacious and open-air place which is healthy and hygienic. The whole project was executed in two phases due to logistic and organisational complications.

The construction of the spraying area was funded by ABaCus Foundation.

## 5. Overall AMO operations in 2020

### 5.1 Administration:

The year under review saw Administration Department not being left behind because of the Covid-19 situation. Focus was given to executing projects and its Project Management. There were several compliments given for the improved reporting systems for the Project Management.

Regular Management Meetings were held to bridge the gaps in between the Board Meetings, ensuring for smooth continuation in decision making and directions in developments. In the beginning of the year prices of our products were adjusted.

### 5.2 HR / Staffing

In the last years, AMO had introduced Conditions of Service for its staff and this has proven to be an essential part of HR Management policy at AMO Programme in the lead of the Staff. For all is clear what needs to be done in certain circumstances.

For proper conduct in HRM, also during this year under review, the Coordinator held regular individual talks with each staff member on personal situations, work output and goals. It was even done online, which some of the workers found somehow awkward. There were also regular Team Meetings led by the Production Manager. The credit for keeping up the good spirit in difficult periods of last year, in which the Coordinator was not always present, have to be given to the Production Manager.

Staff capacity is still a challenge for both the Board and Management. AMO Programme likes to increase its level of production. This calls for increase in the number of staff members. But getting qualified staff for this specialized area has become a challenge. At the close of the year 2020, there were a painter, a woodworker, a senior woodworker, a foreman and the production manager who oversees the production department. Then, there is a financial administrator and a coordinator. From September onwards there were two trainers employed to establish the Training Unit. A Marketing Officer works on commission base in the greater Accra region.

### 5.3 Production Unit

#### a. Production Capacity

The year 2020 begun promising for AMO Programme. Within the first Quarter of the year, a higher production level was anticipated, in spite of a smaller staff capacity. The team performed well by working hard to meet demands and targets. The year under review saw AMO Programme searching fervently for more production personnel with no success. In cause of the year, ABaCus Foundation linked AMO Programme with another NGO in the North Holland-Bolga-Support which could result in a North-South cooperation in Ghana. The Network in Bolgatanga Life-Style Artisans contains quite a number of carpenters who probably be interested to come to Abepotia assisting AMO Programme in its production. The idea is laudable but could not be realised yet. So, the need continues for AMO Programme to come up with creative solutions as the orders are rising.

#### b. More Production lines for Specific Target Groups

Although earlier on, new production lines were identified, because of capacity reasons priority is given to the core business, AMO Learning Materials and Montessori Learning Materials. In the meantime, new ideas come up and reviewed by Management to make sure that the Production Unit will grow and expand the production lines.

#### c. Product Adjustment and Renewing

The process of improving the products is ongoing, to make sure that Quality Products are leaving the workplace for the client. The same applied to suggestions for new products. So then Small and Big TroTro are turned into one product TroTro consisting of 'twenty passengers' enabling better counting practices.

#### d. 'On the 'JOB' – Training

The inclusive approach to production and training provides AMO Programme in its work a permanent learning part to all Staff Members. Each staff member sets out personal targets during the year, enabling them to gain more capacity in doing their work. Besides, for some of the workers there are also personal coaching trajectories for better performance, pro-active working attitude and time-management, run by the coordinator. Besides, Production Manager effectuated individual trajectories for every production employee to grow continuously in their job and building their capacities.

### 5.4 Training Unit

#### a. Training Capacity

In principle, the Training Unit was established with the employment of two trainers. There was an in-dept orientation period for three months for the new trainers, which was possible because of the closing of schools. In this orientation period there were insight in Active Learning Methodology, principles of Facilitation and Training organisation. It resulted in a Unit Workplan for Training Unit 2021 and a specific Workplan for AMO Model School Programme. Depending on whether the conditions for education will improve, coming year will prove whether the plans can be realized.

#### b. Training Programmes

As at now, most training consists in its contents of Introduction to Active Learning Materials, being AMO Learning Materials (ALMs) and Montessori Learning Materials (MLMs). It is not meant to remain the same. Other training programmes will be developed to meet the needs of teachers and others in education. A professional AMO Learning Centre is targeted for the Training Unit with also its own location.

#### c. Volunteers and Interns



The Training Unit does not only involve the two trainers. For some years now, AMO Programme is happy to count on Dutch Volunteers in its training department. Several Volunteers have already put a lot of efforts into AMO training programme. These trainings have dealt with Introductory Workshops as well as On-the-Job Coaching of Teachers in the Classroom situation. Last year, it was very unfortunate that after one week Veronique van der Horst had to break up her contributions to Early Childhood Teachers. She had just travelled to Upper West to execute several trainings, and had to go home in a hurry, because of the Covid situation.

*Image [Right]: Die-hard AMO Volunteer Veronique always engaged with children*

The input of Interns is in line with the inclusive approach at AMO Programme: contributing and learning at the sites of AMO Model Schools. Last year's young ladies Britney and Enise had to leave Ghana even before they could reach their stations. Their contribution was made later in a thesis titled 'Application of ALMs in the new Curriculum'.



*At least on one day, the interns were introduced to the workplace of AMO Programme  
Then certainly, they had to roll up their sleeves in the painting area*

### 5.5 Marketing Unit

The Marketing Unit leave some buds in bloom which needs to be developed. First there is a Volunteer Marketing Officer Daniel Delali, who supports the Unit on a commissioned basis within the greater Accra region.

Then AMO Programme also started to work on social media. Many responses have been received already to the posts on Facebook, Twitter and Instagram. This needs to be enlarged upon so that positive effects will come in orders for AMO products.

### 5.6 Research Unit

The Research Unit Work Plan has not been crystalized yet, as the Unit has not been formalized. Still there was a contribution to IPA Ghana (Innovations for Poverty Actions) an International Research Institution for which AMO Programme provided them with Learning Materials in their research on learning of children in remote areas. Outcomes of this research is not given yet. More and more AMO Programme concentrating on and participating in Research at different levels which can provide useful information for its mission.

### 5.7 Volunteers & Interns Programme

So far, many from outside Ghana had gotten experiences through this programme and on the other hand AMO Programme benefitted substantially from their recognised efforts. AMO would like to acknowledge its Dutch counterpart, ABaCus Foundation which is putting a lot of effort in it and has convinced the Rabobank Foundation for funding this programme. Qualified Dutch teachers are given the opportunity to share their expertise with Ghanaian teachers in Active Learning and through a Teachers support and coaching programme within their lessons. The expectations in Ghana for this programme remains high as it helped teachers to overcome a lot of practical implications in teaching and being able to turn to another method of teaching. On the other side, in The Netherlands, the interest is declining as there are many other topics to deal with.

Besides Volunteers, AMO Programme is also receiving students for their internship. AMO Board thinks that their impact in the support of teachers in Ghana should continuously be acknowledged. As last year's Volunteers and Interns were within the Training Unit, in 5.4.c their unfortunate input was addressed.

Let us make visible the categories of Volunteers AMO Programme likes to work with in the coming years:

	Background Candidates	Area of Work	Participating at AMO in
1	General Volunteers	Exposures	AMO Workshop or Administration
2	Experts	Several disciplines	Marketing, Carpentry, Painting, Media, Design
3	Teacher Students Internships	Experiencing International Contexts	Class Support
4	Starting Teachers	Active Learning	Class Support
5	Experienced Teachers	Active Learning	Teacher Coaching

### 5.8 Model School Programme

The reflection of the new AMO Trainers on the AMO Model School Programme resulted in some crucial improvements on Conditions and Benefits. When the schools open again Model School Visits will be executed and monitoring and evaluate on the performance as Model School. By doing so the commitment can be tied and effect will be win-win for the school as well as AMO Programme.

The actual List of AMO Model Schools, revised version as of February 2020:

REGION	NO.	NAME OF SCHOOL	CONTACT PERSON
Greater Accra	1	Abokobi Presbyterian Primary School, Accra	Madam Rejoice Gbogbolovore
Eastern Region	2	Abepotia Presby KG & Primary School, Nkawkaw	Mrs. Esther Owosu
	3	P.C.E. Demonstration Primary School, Akropong	Mr. William Amankwa
	4	Presby Primary Asiakwa	Mrs Emma Asiedu Darko
Western	5	Grace and Faith Academy, Takoradi	Pastor Daniel Akuoku (Owner) John Acquah
Central	6	Nsaba Presbyterian KG and Primary A and B P. O. Box 18, Agona Nsaba	Mrs. Betty Eyifah Acquah
	7	University Practice School A/B South Campus, Winneba	Mrs. Joana Brown

	8	University Practice School C, South Campus, Winneba	Mrs. Mariam Yacoba Fynn
	9	Nsaba Solid Foundation, Nsaba	Mr. Kwadwo Sarpong
<b>Ashanti</b>	10	Toamfo DA KG and Primary School, Lake side Box 12, Kuntunase, Kumasi	Ms. Ayeshetu Issifu
	11	Adumasa D/A Primary School, Adumasa	Mr. Frank Okyere – Darko
	12	Presbyterian Girls Kiddy Center Kyerepatire	X
	13	SNNIT Presby Model School	Mr. Patrick Debra
	14	Eagle Eye Universal Academy, Obuasi	Mrs. Barbara Mensah
<b>Northern</b>	15	Bamvim Presbyterian KG and Primary School Tamale	KG: Mrs. Paulina Ziame Prim: Adul-Rahaman Alhassan
	16	Nyarizee Presby School Tamale	Through Jasper Maas
	17	Kanvilli Primary School Tamale	Mr. Issah Sumaila Coordinator
<b>Volta Region</b>	18	Adaklu Goefe LA KG & Primary	Prim: Mrs.Regina Adjei KG: Winnifred
	19	SSNIT Flats Basic Presby School, Ho	Madam Vivian Coffie
<b>Bono</b>	20	Presby Primary & KG Kato P. O. Box 26, Berekum	KG: Mr. Edward Opoku Prim: Mr. George Amponsah
	21	Kintampo Presby Primary School, Kintampo	Mr. Joseph Head
<b>Upper West</b>	22	SSNIT Presby KG & Primary Wa	Mr. Moses Nyukara Mr. Eric Beyuo Mr. A. Asyadum (supervisor)
	23	Iddrissiyat E/A Nursery/KG Wa	Mr. Ibrahim Abass Poyie (owner) Mr. Imurah (New Head)
	24	Our Home International School, Wa	Mr. Kaleem Owner/Director
	25	Green Hill International School, Wa	Mr. Mumuni Salia Owner
<b>Upper East</b>	26	Navrongo Presby KG & Primary	KG: Madam Vivian Prim: Rev Lawrence (Coord)

### 5.9 Ongoing Projects in 2021

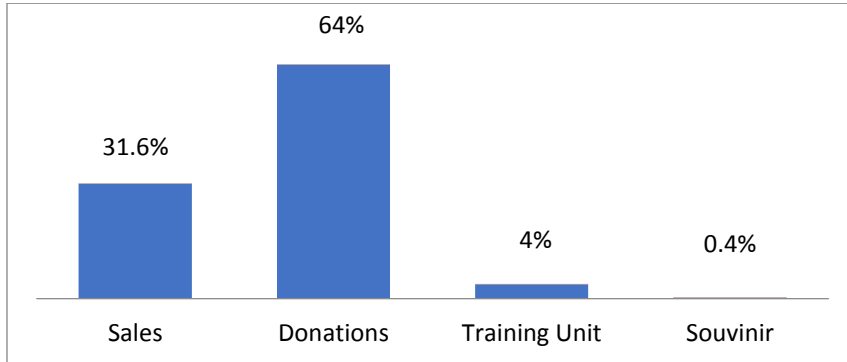
As there were several projects accomplished in 2020, see §3, there are also a few continuing which hopefully in the course of this year will be finished. These are:

- *Start AMO Enterprise*
- *Consortium on Ghana Education Support*
- *Building AMO Training Hall*
- *Equipping AMO Learning Centre*

## 6. Finances 2020

### CASH INFLOWS FOR FISCAL YEAR 2020

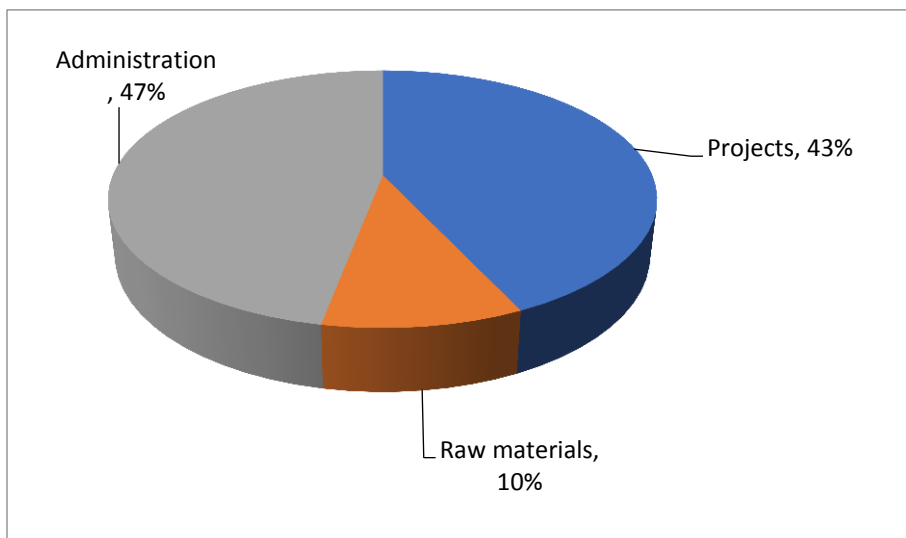
(January 1 to December 31, 2020)



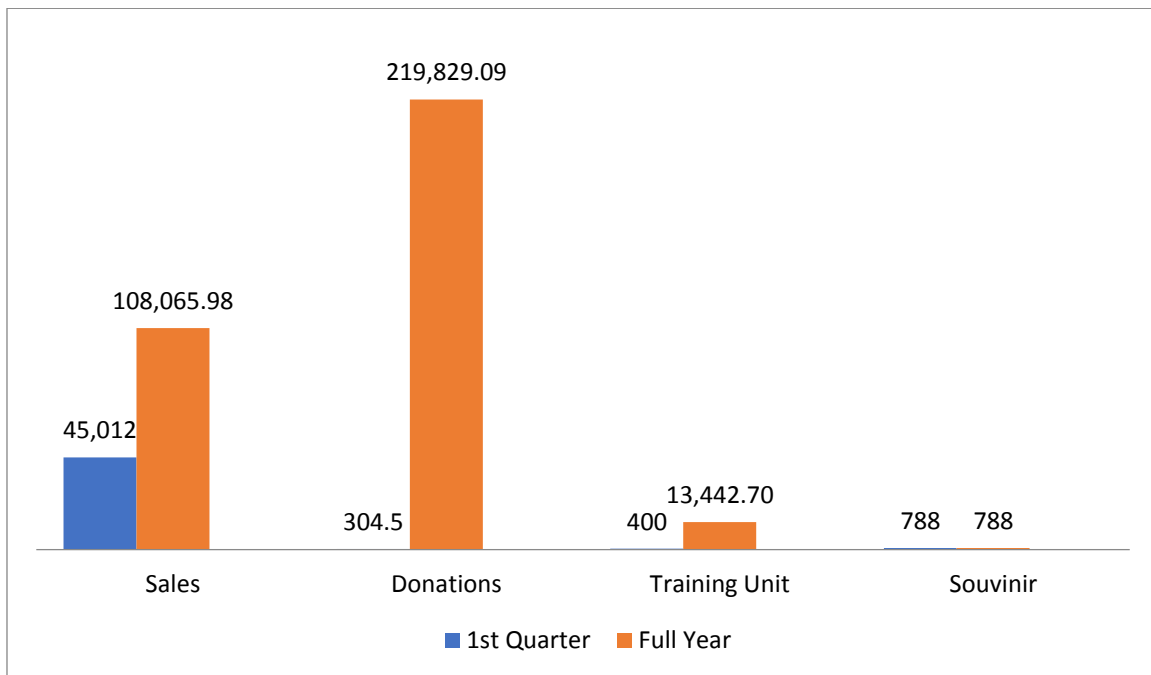
Significant amount of the Cash inflows is from donations by AMO Programme’s Partners and Sponsors towards various projects of which 3 have been fully completed during the year under review, which are Car for AMO, the Spraying Area and the Borehole at staff residence.

### CASH OUTFLOWS FOR FISCAL YEAR 2020

(January 1 to December 31, 2020)



**COMPARATIVE CASH INFLOW FOR 1<sup>ST</sup> QUARTER AND FULL FISCAL YEAR 2020**  
 (January 1 to March 31, 2020 and January 1 to December 31, 2020)



The year began with much enthusiasm, with the first quarter recording ₵45,012.00 almost half of the entire sales revenue for the whole year. Then COVID-19 struck and sales went down. Kindly refer to the Audited Financial Report 2020 for detailed financial information.

**Main reasons I want to work for AMO:**

*"My motivation to be part of AMO is that I am part of an organisation that contributes to the education of Ghanaian children, through the provision of Active Learning Materials and also training for teachers. Also, I foresee AMO becoming a big organisation and even a global one in future because Learning and Teaching Materials are essentials for basic school education."*

**Samuel Mawuli Agbenu**  
 Financial Administrator



## 7. Projection 2021

### 7.1 Policy Strategies

AMO Programme is aiming at 2021 as a year in which the developments and directions go in line with the important strategies the Board decided on earlier.

These are:

**a. Register AMO Programme as Holding, consisting of a LBG (NGO) and LTD (Business)**

Aiming at: further professionalism in the several structural parts of the organisation and in output in order for AMO Programme to reach greater effectiveness

Attention: seeking for better business development approach in running AMO Programme to commercialize AMO products

**b. Consortium Ghana Education Support**

Aiming at: legalise the collaboration of four NGOs in Ghana in their support of the education sector

Attention: tendering for international funding projects

**c. Collaborative Contacts**

Aiming at: reinforcing contacts with main stakeholders in the education sector

Attention: many crucial key persons of the Ghana Education Service (GES), Presby Schools, Colleges of Education, NGO's and Municipal and District Assemblies are to be contacted

#### Internal strategies

**d. Production Unit**

Aiming at: meeting the rising demands on purchasing and orders

Attention: expand production capacity

**e. Training Unit**

Aiming at: establishing the Training Unit, with professional Trainers, which will develop a comprehensive Training Policy with several types of Training up to Certification and Accreditation levels

Attention: Reviving the AMO Model Schools Programme

**f. Marketing Unit**

Aiming at: handling an optimal marketing policy which translates the potentials of AMO Products into commercial targets

Attention: employing Marketing Officers to undertake vigorous promotional campaigns for defined target groups and ensure effective use of online sales platform

**g. Research Unit**

Aiming at: gathering well-Researched Data on the Impact of Active Learning in quality education development in Ghana and the contribution AMO Programme brings to it

Attention: partnering with Ghanaian and overseas Universities to undertake research on AMO activities

## Support Message by ABaCus Foundation

*"First of all, we are happy we can write a small contribution to the AMO annual report. The ABaCus foundation is supporting the AMO Programme as this is an important asset and organization to support active learning. Not only by training teachers and developing materials, but also making these very nice teaching materials themselves.*

*We are very pleased we can support this activity. Although 2020 was in all aspects a difficult year, we have seen that quite a number of projects could be finalized and have started. Next to a new car for the workshop and a new construction/annex for storing and painting, the start of the Training unit with 2 new colleagues is a major achievement.*

*Obviously in a post Covid-19 time, the trainers can go to the schools and do the training on site. Let us hope that is happening soon.*

*With a new fundraising project, we are trying to find Dutch sponsors. This fund will be used for a new training hall. In this way the training unit can be used much better with training sessions and workshops in Abeptia.*

*We are looking forward to help and hope we can visit AMO in Abeptia soon again."*

## 7.2 Partnerships

To elaborate on Partnerships, the foremost partner to mention is our Dutch counterpart ABaCus Foundation. This is a prototype of a real partnership where each partner is respected. We can continue to mention many businesses and organisations which want to work with AMO Programme, but it is right that it does not have to be all the same, but rather to look for those who want real partnership.

We see partnership as mutual understanding and support in which both will grow. These are not only donors but also with supplementary work goals.

It is, therefore, important that we emphasize on reciprocity. This is why our contacts with Maxim Nyansa Foundation and Macina Foundation, and the collaboration with Trinity Software Center is worth mentioning.

Then there are good connections with Biblionef Ghana and with SEND Ghana. From a different angle is the contact also with the University of Applied Sciences in Amsterdam, The Netherlands (HvA).

Finally, AMO Programme wants to take part in the Social B&B programme in Germany, called Africa Social bnb, with their website [www.socialbnb.net](http://www.socialbnb.net)

## Message from Maxim Nyansa

### 1. **What is striking to partnering with AMO?**

*The fact that teaching and Learning materials are locally produced in the physical form as expected to support the learning processes of our children to feel the exact of what teachers are explaining to them.*

### 2. **What are for you the most remarkable cooperation occurrences with AMO in 2020?**

*We complement each other in a very nice way for the growth and experience in the education sector. While Maxim Nyansa is taking care of the ICT infrastructure of projects, AMO is dealing with additional TLMs for especially nursery and Primary made by our local people, and from local raw materials in Ghana.*

## 8. Appreciation

It is clear that many people have AMO Programme at heart and that assertion is confirmed by plenty sympathizers with its mission. Many people, inside and outside Ghana, commend AMO Programme for its endeavours for education in Ghana and encourage the organisation to continue with its mission.

AMO Programme appreciates this support as it is heart-warming. From the foregoing, it is clear that there are many different ways to support an organization. To mention but a few of them as a means in getting ideas for the building of organisations:

- gifts of stock
- charitable gift annuities
- last will

Be sure, any kind of memorial gifts will be acknowledged with a card!

### Anonymous Trained Teacher:

#### 1. *What makes AMO Programme attractive for me*

- *The ALMs AMO Programme provides are attractive to the pupils.*
- *Also, they are simple to use.*
- *They are environmentally friendly because they are made from wood.*

#### 2. *Which learning materials I like the most and how I use them?*

- *Learning clock: it is used to teach time.*
- *Abacus: it is used to teach how to place value addition. Also it is used for counting.*
- *Adinkra symbols: they are used to identify the symbols and their names.*
- *Gate ball: it is used to teach pupils addition.*

