“BUILDING A BRIGHTER FUTURE FOR SCHOOL CHILDREN IN GHANA”

Annual Report 2016-2017

Table top activity at Dominase Catholic Kindergarten
Thank you

“This year, as Chair of Sabre’s Trustees, I had the opportunity to visit Ghana again to see first-hand the work that we are doing on the ground, and to meet with the Ghana based staff. Since my last visit, Sabre has grown significantly in size, scope, vision and professionalism, and all of this was evident during the week I spent there. I was privileged to be invited to attend the official opening of the Holy Child Kindergarten Centre of Excellence, and to see not only the extensive community engagement and support for Sabre’s work, but also to better understand how powerful it can be when a teacher training provider works alongside a teaching facility. I visited classrooms to see the early years practice of Sabre-trained staff, and can say with all authenticity, that the quality matched the best anywhere in the world. I was able to visit school building projects in several parts of the country, including the far west, and understand how the vision for better early years provision informs the design and build of the schools at every stage. Finally, talking with Sabre staff in their place of work gave invaluable insights into the priorities of our teams and, strikingly, into the depth of commitment that they have to Sabre and our mission. I hope this annual report reflects our ground-breaking work in transforming the chances of Ghana’s young, through outstanding early years teaching in truly fit-for-purpose environments.”

- Ian Bauckham, Chair of Trustees

- Abass Dodo
- AECOM
- AECOM volunteer group – Viet Thien Huynh, Lindsay Esherwood, Catherine McCormick, Luke Wheeler, Tom Langhorn, Marina Pena, Joan Bergas
- Aidan Heavey
- Antoine Campbell
- Arup
- Batavia High School Interact Club
- British and Foreign School Society
- Brotherston Real Estate
- Café Africa
- Carmen Harris
- Charlotte Norton
- Comic Relief
- David Lawrie
- Ghana Drillers Charity
- Ian Hesselberth
- Jackie McAngus
- James Crosland-Mills
- Jean Watkinson
- Kevin Light
- Monster Triathlon Team & Relay Team – 38 amazing athletes
- Monster Triathlon Support Team – Corrine Stemp, Betsy Coles, Lizelle Bauer, Jacqui Withall
- Moyna Zaman
- Natalie Wilkinson
- Nicola Moyne
- Partner Schools Worldwide
- Pete Freeman
- Reach Cambridge
- Rebecca Peck
- Rotary Club of Lostwithiel
- Sevenhills Wholefoods
- TEN Project Partners
- Tullow Oil
- UK aid from the UK government
- Vitol Foundation
- Waterloo Foundation

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Design and layout by Jackie McAngus T:+34 663 713 308
Our Impact

23,120 four & five year olds received a better start to their education

720 teachers, head teachers & student teachers received transformational training

129 community labourers received training in sustainable construction technologies

10 sustainable kindergarten schools have been built, including two on-campus Centres of Excellence

21 College of Education Tutors make up the team of trainers now able to deliver transformational teacher training

50 Ghana Education Service Officers received training and support to monitor and maintain the standards of teaching in the classrooms
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Every year when I sit down to write my introduction message, I am moved by the reflection on another 12 months’ growth and development, and the past year is no exception. Whilst Sabre’s financial growth might not match the dizzying rate of the previous two years - 18% growth of income, whilst maintaining the same incredible £7.44 to £1 return on fundraising spend, represents another really strong year for our team. However, this year it is on the programmes front that our impact has really increased: we doubled the scale of our school construction programme, and have added pilot in-service and lower primary projects to our well-established kindergarten teacher training programme, as well as forging a partnership with Afrikids to replicate in the Upper West Region.

We have managed to invest in some key new roles to set the organisation on a stronger footing for sustained future growth, and I am delighted that our Ghana team now boasts a Country Director, a Group Finance Manager and a Human Resources & Administration Manager, in addition to our extremely strong project teams. As well as this new senior leadership team, we have also welcomed Sarah Rowse onto our board of trustees, Sarah brings a wealth of relevant experience and we are delighted she has accepted our invitation. A strong and engaged board is vital to support the organisation, and it is a measure of their commitment that three of our five trustees visited Ghana this year – these visits not only give the trustees first-hand experience of our projects, but they are also a boost to the country team.

There have been many highlights this year, but my two personal favourites were joining an incredible group of people to run the final two days of the Monster Triathlon – as you can read in the fundraising section, this aptly named challenge raised a truly stunning total for our Building Better Schools programme, but equally impressive was the comradery and determination of the Monster Triathletes, many of whom had never attempted such a feat of endurance – thank you all! My second highlight was attending the inauguration of the Ahobre Early Years Model Complex in January – not only is this school the largest that Sabre has ever built, with six classrooms supporting learning from nursery through to primary 3, but it was also entirely funded by individual donations from another incredible group of people: the Ghana Drillers Charity – thank you too!

As we build momentum on the Brighter Futures programme, our projects are receiving more and more interest on a domestic and international stage. Sabre’s teacher training partnerships with Our Lady of the Apostles College and Holy Child College were celebrated at the 90th and 70th anniversary celebrations of the respective colleges, and Amenano Model Kindergarten School again won best kindergarten school in the Western Region at the National School Awards, with teacher Ruth Abakah also recognised for her exemplary practice. The independent impact evaluation of our training project by Innovations for Poverty Action has moved into the data collection and analysis phase and we eagerly await the results. The visit by Save the Children is covered in Programme Highlights, but this year we have also received visits from Comic Relief, ELMA Foundation, Opportunity Edufinance and IDP Rising Schools, all seeking to learn more about the transformational projects being delivered through our Brighter Futures programme.

I hope you enjoy reading this year’s report, and we would love to hear what you think of it. The final word must go to all our amazing supporters, without you, there simply would be no story to tell – medaase pa pa pa, thank you very much!
Since 2012 the Brighter Futures programme has focussed on interventions drawn directly from the Government of Ghana’s plan to scale up quality kindergarten education - we believe this is the key to sustainability. We work to support the government rather than setting up parallel systems.

Our mission is to give young Ghanaians the best possible start to their education, enabling them to achieve their full academic potential and contribute to Ghana’s future economic development.

Our vision is an education system where all children in Ghana are engaged in active and play-based learning in high quality learning environments in the early years. This equips them with the skills and knowledge they need to progress through primary and junior high school and to complete their basic education. This will help to bring about a critical shift in mind-set amongst teachers and pupils at all levels of Ghana’s education system.

About the Sabre Charitable Trust

The Sabre Trust is a partnership between two independent but linked charities, registered in the UK with the Charity Commission and in Ghana with the Department of Social Development. We work in southern Ghana to improve the futures of poor and marginalised children.

Through 14 years of grassroots work in rural schools and a long term relationship with the Ghana Education Service, the kindergarten sector has emerged as our priority intervention area. Kindergarten represents the start of formal education for four and five year old children, and the sector faces a number of challenges including poor learning environments and weak teacher capacity. We tackle these challenges through our Brighter Futures Programme which is delivered through two linked initiatives, Building Better Schools and Transformational Teacher Training.

Our Brighter Futures programme is based on a simple equation; the combination of better school structures and enthusiastic, confident teachers, results in the best learning outcomes for young children.
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**Mission**

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**Vision**

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**Kindergarten Education in Ghana - Context**

In spite of the government of Ghana’s strong policy commitments to the kindergarten sector, it continues to face challenges of access and quality. The needs at this level are significant:

- 38% of teachers have never received any formal training
- Learning is typically delivered through a rote-based “chalk & talk” methodology, which is far less effective than the active and play-based methodology advocated by the Ghana Education Service
- Despite being prohibited, corporal punishment is highly prevalent in kindergarten classrooms, and has a damaging effect on children’s learning
- Learning materials are in short supply, with one workbook for every three children enrolled
- Kindergarten classrooms are often over-crowded with an average of 55 pupils per class, and suffer from issues of over- and under-age pupils

(Source: Ministry of Education Ghana 2014/15)
Trustee Visit

We are fortunate to have a fantastic and supportive board of Trustees who bring a wealth of skills and knowledge to the charity. In November 2016 we were delighted to host two of our Trustees on a visit to Ghana.

Ian Bauckham is our Chair of Trustees, and as a headteacher and educationalist brings extensive knowledge of school management, teacher education and pedagogy.

Trustee Helen Varma brings over 20 years fundraising experience working with international education charities.

“It was an immensely fruitful and enjoyable visit, that gave us valuable insights into the success of Sabre's programmes, as well as some of the challenges and issues Sabre faces in the field. We were impressed with the quality and commitment of Sabre's team in Ghana, and their passion for and understanding of the Sabre vision. We wish to extend our sincere thanks to the entire team for the welcome we received, and for the time and trouble everyone took to meet with us and for being prepared to engage in candid and productive discussions.”
Trustees visit the Building Better Schools team
Brighter Futures Programme - Building Better Schools

We have completed the construction of four District Model Kindergarten schools over the last year. These schools are examples of our new scalable design, which was the result of a thorough design optimisation process in partnership with Arup International Development.

These schools expanded the reach of our Brighter Futures programme into the far west of the Western Region of Ghana. Kindergarten teachers at the schools are enrolled on our new In-service Teacher Training programme (see page 16 for more on this), ensuring they know how to make best use of their new classrooms, in order to provide the highest quality child-centred active learning.
Meet Alfred Osei
our Building Better Schools Project Engineer

My name is Alfred and I'm married to Vivian Osei Okyere. I am from Kumasi (Ashanti region), the second largest city in Ghana. I am a Civil Engineer with over eight years' experience in the construction industry. I have seen the plight of people in rural areas, and I always want to give back to society especially to help the vulnerable ones. I joined Sabre two years ago and my main role on site is to check Quality Assurance and to ensure Health, Safety and Environmental procedures are implemented. Moreover, I ensure that from start to finish, every project is completed to the design specification, and I report to the Programme Manager on site activities.

Over the last year I have worked on Akwidaa Model Kindergarten School and Ahobre Early Years Complex. It was challenging, but with perseverance and a resilient site team, the two projects were completed on schedule. The Ahobre Opening Ceremony was a memorable experience due to the cultural displays and the guests present. There is a saying that a tree can only be strengthened at the initial stages, and that is the epitome of what Sabre aims to achieve for every school child in Ghana.
Programme Highlights

National School Awards

In October 2016 Amenano District Model Kindergarten school, which we built in 2013, won the award for Best Kindergarten at the Ghana Education Service National School Awards for the second year in a row. Amenano teacher Ruth Abakah who completed the Transformational Teacher Training programme in July 2015, also came second in the National Best Kindergarten Teacher Award – congratulations Ruth!

Showcasing Best Practice in Safe School Construction

Last year our Building Better Schools programme featured as a case study in a guidance manual on school construction using a community-based approach in hazard-prone areas, called ‘Towards Safer School Construction – A community based approach’.

The manual was made possible through funding from the Global Facility of Disaster Reduction and Recovery (GFDRR), and the project has been managed by Save the Children, with guidance, support and input from a steering committee made up of UNESCO, Arup International Development, GFDRR and Risk RED.

In August 2016, a group from Save the Children Australia visited our school construction sites to film and conduct interviews with our site team and community members. The resulting footage has been incorporated into six short videos. We are delighted that our good practice in safe school construction using a community-based approach will feature in this important resource. The videos will be shared online, made available in many languages, and used to educate NGOs, governments and private companies around the world that are building schools.
Children enjoying Akwidaa Model Kindergarten School playground
Brighter Futures Programme - Transformational Teacher Training

Over the last year the programme has continued to transform the way the youngest Ghanaians start their learning journey across the Central and Western Regions. A total of 171 student teachers graduated as Newly Qualified Teachers and an additional network of 86 Model Practice Classrooms has been established. These classrooms are staffed with trained teachers and are set up to provide an engaging learning environment for the children, showcasing best practice. These classrooms also provide high quality placements for student teachers in their final practical year at Holy Child College of Education and Our Lady of the Apostles College of Education.
Meet Godwin Agbavor  
our Education Programme Manager

Hi, I am Godwin, I work passionately to provide brighter futures for Ghanaian children through transformational teacher training. I am an influential relationship specialist, early year’s educational coach and master trainer with extensive experience working in the school sector in Ghana.

Before joining Sabre, I was a classroom teacher, a head teacher and a Ghana Education Service Officer. I am now responsible for managing all education projects for Sabre, including building capacity of the training team and the kindergarten teachers. I am overseeing the implementation of the Transformational Teacher Training programme in ten districts in Ghana.

2016/17 has been a great year with lots of achievements and successes, made possible through the efforts of each and every one of us.
Programme Highlights

In-service Teacher Training Pilot

We recognise that the greatest challenge facing the Ghana Education Service is the upgrading of practical teaching skills and curriculum knowledge amongst serving kindergarten teachers. The current college of education network will only graduate a maximum of 2,400 new teachers each year, whilst there are over 28,000 untrained teachers in the system.

Our current programme delivers intensive in-service training to schools in the vicinity of the Colleges of Education, as these schools also provide practical placements for student teachers at the colleges. In order to widen our impact, we are piloting a one year In-service Teacher Training programme adapted from our existing programme in the four newly built District Model Kindergarten schools in the Western Region. In this way the approach is benefitting classrooms in districts beyond the geographical reach of the Colleges of Education. We hope that this pilot will provide the template for all future Sabre in-service training projects, and also deliver a model that can be replicated at scale across Ghana.
Expanding our reach with Afrikids

We are currently working directly with two of the 12 Colleges of Education accredited for the Diploma in Early Childhood Education in Ghana. To expand the programme’s reach we have begun to work with other implementing partners.

In early 2016 we partnered with Afrikids, an NGO which works across the Northern Regions of Ghana, to replicate the approach in the Upper West Region. After six months of preparatory work, Afrikids, in partnership with Tumu College of Education, began implementing the Fast-track Transformational Teacher Training programme, with Sabre providing technical expertise and support in a consultancy capacity. We are very excited by the potential of this partnership, and hope that this model will enable the programme to reach many more Colleges of Education with other implementing partners.
As our teacher training programme continues to expand its reach, we are keen to ensure that the quality foundation children receive in kindergarten is not diluted or eroded when they begin primary school. In August, we began a pilot programme to offer training and support to lower Primary School teachers in the schools where we are delivering kindergarten teacher training.

To achieve this, we partnered with Limited Resource Teacher Training (LRTT), whose proven model of delivering in-service training using teams of highly qualified teachers from the UK has been tested in other countries in Sub-Saharan Africa. We worked closely with LRTT to adapt their content for Ghana and ensure that it builds on the strong foundations already in place in kindergarten.

32 primary schools took part with 179 delegates attending the training, which included teachers, head teachers and Ghana Education Service Officers. We have made monitoring and evaluation visits to the primary schools and have seen some promising changes in the classrooms, and widespread enthusiasm and willingness among teachers to learn from the project. Phonics and classroom management were the stand-out successes. There is more to be done here and further support and intervention will be required to mainstream and sustain these teaching practices.
Meet Araba Mbrowa Korsah
our HR & Admin Manager

Hi, I’m Araba, Sabre’s first HR and Admin Manager. I live in Cape Coast with my mum and siblings and recently got married to Charles who works as an Architect in Accra. Working with Sabre for the past seven months has been great and quite challenging. It is an organisation that encourages learning, team work and flexibility which makes being part of it very exciting as far as my career goals are concerned.

I am responsible for a wide range of activities, from recruitment and performance reviews to labour and salary policies. The human resource and administrative function aims to support our staff so that they can deliver on the mandate of building a brighter future for school children in Ghana. I am proud to be part of such a team. I am excited and amazed at the performance of staff who strive to go the extra mile to get these children a brighter future. It is with passion, it is with team work and that is what Sabre stands for.

Araba Mbrowa Korsah
Draft Statement of Financial Activity

Income increased by 18%

- £1m: £816k in 2016, £960k in 2017
- £500k
- £0

Expenditure on charitable activities increased by 36%, increasing our impact by a third on last year

- £800k: £577k in 2015, £784k in 2016
- £400k
- £0

Despite a year of investment in our core services, we maintained our level of reserves at £64,088, which is in line with the lower threshold of our reserves policy.

For every £1 spent on fundraising we generated £7.44 in donations, of which £6.40 was spent on project activities.

For full accounts please visit: http://sabretrust.org/about-us/annual-reports/
Hi, I’m Abi, I live in beautiful Cornwall with my fiancé and have been working for Sabre for five years. I play a large role in our funding applications and donor reporting and I’ve loved seeing our programmes expand and being part of a successful fundraising team. I’m also responsible for all the material we share with you, blogs, social media, newsletters, annual reports and I recently completed a Higher Education SUCCESS course in Marketing and PR to get a better understanding of the impact we can make with our communications.

We’ve all been blown away by the epic fundraising from our friends and supporters and the #stepsforchange you are all taking to build a brighter future for school children in Ghana – it’s been a Monster Year!
See the fantastic Steps for Change our supporters took over the last year…

Brighton Marathon – £3,975
Charlotte Norton has been volunteering her invaluable PR and Marketing expertise for over a year, including a week spent in Ghana learning about our work and collecting feedback and case studies. If that wasn’t enough, Charlotte also took on her first ever marathon having never done any long distance running before.

Marathon des Sables - £1,081
In 2014, Kevin Light ran the New York Marathon, barefoot, raising funds to support our work. Keen for an even greater challenge Kevin completed the phenomenal Marathon des Sables, ranked by the Discovery Channel as the most gruelling foot race on earth. This ultra-marathon is run in 6 days over a course of 250km through the Sahara desert, across salt pans, over sand dunes and up desert mountains, all in temperatures reaching 50 degrees Celsius! Wow Kevin!

Tough Mudder – £756
AECOM’s Antoine Campbell volunteered in Ghana helping with the construction of Holy Child Kindergarten Centre of Excellence in 2015. Antoine was so inspired he wanted to continue to support us and so took on and conquered the Tough Mudder.

AECOM volunteer group - £2,698
Seven staff from AECOM Manchester took a volunteering trip to Ghana and supported our team with the early stages of construction at Akwidaa Model Kindergarten School. As well as donating their time and skills they also took on a number of fantastic fundraising challenges, including a sweepstake, toast runs, non-uniform days, Jelly Bean contest and raffles. The group used some of these funds to buy culturally and age appropriate books to fully equip three kindergarten schools, and also purchased a hand auger – a vital piece of equipment for our construction team.
Big Give Christmas Challenge 2016 – £45,867

This was our 6th year being part of the challenge, which provides a great opportunity for our supporters to double their donations. In previous years, the challenge had always been an online race against the clock, but this year, in line with Giving Tuesday, the challenge remained open for longer, which meant even more of our amazing supporters were able to get involved, making this our most successful year yet!

Monster Triathlon - £274,000

On 16 September, with our corporate partner Tullow Oil, we kicked off our largest fundraising challenge ever, the Monster Triathlon. Beginning with a 5km swim in Loch Ness, the event continued with a 550 mile cycle from Fort William to Marlow, and finished with a 45 mile run along the Thames tow-path to Teddington. 38 people took part in the Monster Triathlon, including a team of eight who completed it as an insane 48 hour relay. Every £1 raised by the participants was matched by Tullow, and we also managed to secure a number of large corporate donations to further boost the team’s amazing fundraising.

Reach Cambridge – £5,044

Students at Reach Cambridge summer school wowed us for the 8th consecutive year with their fantastic fundraising. This year they produced some great appeal videos, and also a Sabre day in Cambridge city centre, made even more fun by the brilliant One Drum supporting us with Ghanaian drumming and dance.

One Drum perform at Sabre Day

The Monster Triathlon team

Monsters perform during the Monster Triathlon
Forward Plans
Transformational Teacher Training

Well trained, empowered teachers markedly improve the quality of education children in their care receive. Continuing our work on pre-service teacher training, over the next year we will deliver training to establish 46 new Model Practice Classrooms in two districts of the Western Region, in partnership with the Ghana Education Service and Holy Child College of Education.

In the Central Region, by July 2017, we will have completed five years of training delivery, establishing a network of 80 Model Practice Classrooms. To ensure the sustainability of this network of good practice and quality student teacher placements, we will complete a final ‘Exit and Sustainability’ year. Over the course of the year, we will work closely with OLA College of Education and the Ghana Education Service to complete the handover of student teacher training to OLA and monitoring and evaluation of Model Practice Classrooms to the Ghana Education Service.

Now that our pre-service programme has been established in the Central and Western Regions with proven positive outcomes, our future objective is to expand the programme’s reach geographically, benefitting more four and five year old children, by training more teachers in the active play-based methodology across these regions. There are 42

Student teachers developing new ideas for outside activities
Finishing touches added to the playground at Kyiase Kindergarten

Building Better Schools

A quality school building designed for early years education facilitates better teaching and learning, but also acts as a hub for best practice and a statement of a community’s commitment to its children’s education. Over the next 12 months we plan to build a further five District Model Schools, with four delivered directly by Sabre in the Central and Western Regions, and one testing a contractor model in the Western Region. It is hoped that these District Model Schools will become examples of best practice, much like Amenano Model Kindergarten, and act as catalysts for improved teaching and learning across the districts they serve. Teachers working in these five new schools will also benefit from our one year In-Service Transformational Teacher Training programme.

districts in the Central and Western Regions, and we are currently working in 10 of them. Our forward strategy seeks to scale this support to every district in both regions.

2017/18 will also see a pilot year of support to Newly Qualified Teachers (NQTs) from OLA & Holy Child Colleges of Education, as well as their head teachers. This has been informed by previous learning that NQTs need further support to fully implement the new kindergarten teaching method independently in their own classrooms. This pilot will cover all 115 NQTs from the 2016/17 Fast-track Transformational Teacher Training programme who are posted to the Central and Western Regions.

Stabilised soil blocks being made
How can you get involved?

We have had a fantastic year and made a huge impact on early years education in Ghana, but there is still so much more that needs to be done. We wouldn’t be able to continue our work without the generous support and enthusiasm of our friends, partners, supporters and funders.

There are many ways you can support Sabre in Building a Brighter Future for children across Ghana. Please visit the ‘Get Involved’ page on our website for more details www.sabretrust.org/get-involved and see what #StepsforChange you could take!

To find out more about our volunteering opportunities please contact trust@sabretrust.org

To find out how to make a donation please visit www.sabretrust/donate
Self-registration at Kyiase Kindergarten
We would love to hear from you on our social media

- [instagram.com/sabretrust](https://instagram.com/sabretrust)
- [facebook.com/sabretrust](https://facebook.com/sabretrust)
- [twitter.com/sabretrust](https://twitter.com/sabretrust)
- [linkedin.com/company/the-sabre-charitable-trust](https://linkedin.com/company/the-sabre-charitable-trust)

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