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Abridged

Country Strategy Paper (CSP) VI

2018 - 2022

People's Power for Social Justice

A Young Urban Woman
in campaign action
in Accra

Photo: ActionAid Ghana



DOUBLE DUTIES:
CHILD CARE TAKES
MORE THAN 8 HOURS
OF A WOMAN'S
TIME

Statement from the Country Director

I am extremely excited about our Country Strategy Paper Six (CSP VI) for the period 2018 to 2022 entitled 'People's Power for Social Justice'. The CSP was dully approved by our august Board of Trustees on 6 April 2018 at Sunyani in the Brong Ahafo Region of Ghana.

The CSP derives inspiration from the Global Strategy - 'Action for Social Justice' and our long experience engaging with people living in poverty at both the community and national levels in Ghana.

The causes of poverty, gender inequality and injustices in the world, and for that matter Ghana, have become increasingly complex. To achieve social justice and a world free

from social and economic imbalances, it requires concerted efforts and building solidarity with and among people's organisations and social movements moving forward in the next decade. This will be the main focus of the new strategy.

'People's Power for Social Justice' has four (4) Mission Priorities (MPs) and five (5) Strategic Enablers (SEs) to aid in the delivery of the MPs, which are aimed at contributing significantly to the achievement of the mission and vision of the Federation.

The CSP was made possible by the strategic guidance of our Board and hardworking staff. In the strategy, we have set for ourselves what many have referred to as ambitious targets towards our goal of defeating poverty and raising partnership income. We have projected 85:15 percentage

ratio of partnership income to regular giving by 2022.

With the commitment of our Board, staff and partners, there is no doubt that ActionAid Ghana's work in the years ahead will be very interesting and rewarding, especially for ourselves, the people in our communities, our national and international allies. I am, therefore, looking forward to the times ahead with great optimism.

In Solidarity,



Sumaila Abdul-Rahman
Country Director,
ActionAid Ghana



Smallholder women farmers
in the Brong Ahafo Region
planting on a group farm

Photo: ActionAid Ghana



Who We Are

ActionAid is a global justice Federation working to achieve social justice, gender equality and poverty eradication. Throughout the world, ActionAid works to strengthen the capacity and active agency of people living in poverty and exclusion, especially women, to assert their rights. We work directly with communities, people's organisations, women's movements, groups and networks, social movements and other allies to overcome the structural causes and consequences of poverty and injustice. We prioritise women, young people and children in our work because women pay the highest price of unjust policies and patriarchal

societies, and represent the majority of the population in many lower income countries. We work with young people and children in ways that increase their awareness and fulfilment of their rights. To achieve social justice, gender equality and poverty eradication, we adopt a long-term programming approach focused on rights, redistribution and resilience. People's human rights cannot be fulfilled if power and resources are not equitably redistributed. To maintain the balance between rights and redistribution, there is the need to build their resilience. ActionAid is both a catalyst and a contributor to change.

Vision



A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression

Mission



To achieve social justice, gender equality, and poverty eradication by working with people living in poverty and exclusion, their communities, people's organisations, activists, social movements and supporters

Our Values

Mutual Respect, requiring us to recognise the innate worth of all people and the value of diversity

Equity and Justice, requiring us to ensure the realisation of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, HIV status, disability, location and religion

Integrity, requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgments and communications with others

Solidarity with People Living in Poverty and Exclusion will be the only bias in our commitment to the

fight against poverty, injustice, and gender inequality

Courage of Conviction, requiring us to be creative and radical, bold and innovative – without fear of failure - in pursuit of making the greatest possible impact on the causes of poverty, injustice, and gender inequality

Independence from any religious or party-political affiliation

Humility, recognising that we are part of a wider alliance against poverty and injustice

Approaches (How We Work)

Guided by our feminist principles, we will use the following approaches

to shift and transform power through empowerment, solidarity, campaigning and the generation of alternatives:

1. Human Rights-Based Approach (HRBA)
2. Advancing women's rights and feminist leadership
3. Promoting rights, resilience, redistribution and alternatives
4. Working with social movements and people's organisations
5. Working with young people
6. Investing in Innovation and digital transformation
7. Linking local, national, sub-regional, regional and international interventions



Local women weaving traditional baskets for sale

Photo: ActionAid Ghana



Our Theory of Change

We recognise that the pathways to change and development are determined by creative individual and collective actions that address the underlying causes of poverty, gender inequality and unjust power. Change is only sustainable when people living in poverty and their allies are empowered to organise and mobilise around structural causes of poverty, and enabled to resist all forms of injustice and rights violations.

This will be supported by gathering relevant evidence to test and propose credible and practical alternatives. To achieve social justice, gender equality and poverty eradication, we will work in solidarity with women, young people, social movements and people's organisations to shift

visible, invisible and hidden power at all levels. We understand that change may be gradual or immediate, depending on the social, traditional or political context. We will be radical in our approach to the change process to meet desired goals. At all times, we will be guided by our Human Rights-Based Approach (HRBA) and feminist principles to promote basic rights, work towards equitable redistribution of power and resources, and build the resilience of people living in poverty and exclusion.

Mission Priorities (MPs)

The focus of our MPs will be on addressing the fundamental causes of poverty and injustice. In the next five (5) years, our priorities will revolve around rights, building resilience and

addressing the inequities associated with the distribution of resources. We will also focus on key advocacy agendas to contribute to the single signature campaign at the global level and promote the Tax Power Campaign and other emerging issues around rights violations. The MPs will, therefore, focus on the following key objectives and Focus Areas (FAs).

MP1: Strengthen resilient livelihoods and contribute to secure climate justice

FA1: Promote food sovereignty, agro-ecology and resilient livelihoods

Strategic Actions

1. Support Smallholder Women Farmers' Movement to advocate for CRSA extension services.
2. Build the capacity of leaders of the Smallholder Women Farmers' Movement on social mobilisation, leadership, budget tracking, policy analysis, advocacy, and campaign management.
3. Gather and document evidence to influence policy for CRSA and agro-ecology as an alternative for building resilient livelihoods.
4. Support our social movements, especially Smallholder Women Farmers' Movement, Young Urban Women's Movement, Activista and farmer networks to
5. Participate in development planning processes, review meetings and other decision making processes to promote agro-ecology and CRSA.
6. Provide livelihood interventions for people living in poverty and exclusion.
6. Promote access to indigenous and scientific knowledge on CRSA on agro-ecology, by building the awareness and capacity of smallholder women farmers to plan with risk mapping, early warning systems and weather forecasts, to build their resilience to the effects of climate change.

FA2: Promote women's secured access and control over land and other productive resources

Strategic Actions

1. Strengthen engagement with traditional authorities and custodians of lands, leveraging successful women-led initiatives in pursuing advocacy and campaigns to influence allocation of fertile and productive lands to women and women's groups.
2. Support and promote Smallholder Women Farmers' Movement to advocate for gender-responsive agricultural investments.
3. Build the capacity of social movements, especially Smallholder Women Farmers' Movement and Young Urban Women's Movement on social mobilisation, leadership, land policies, advocacy and

campaigns to influence policies on women's access to and control over land and other productive resources.

4. Support our social movements, especially Smallholder Women Farmers' Movement, Young Urban women's Movement, Activista and farmer networks to participate in development planning and decision making processes to promote women's secured access to and control over land and other productive resources.

FA3: Strengthen alliance building and advocacy for climate justice

Strategic Actions

1. AAG will work to raise awareness among women

movements and Activista and support to build their capacity to understand the current and future risks of climate change and climate justice.

2. We will invest in research and evidence to generate critical information and data to inform effective evidence-based advocacy that will reinforce our position on climate justice and climate change mitigation initiatives.
3. We will make an intentional effort to introduce discussions on issues of climate justice, its impact and risks, in our engagement with children through Girls' and Boys' clubs at the school level and in our work with other children at the community level.



Monica Boamu, 46 years, is a smallholder farmer who has benefitted from the work of FEVs in Subriso in the Brong Ahafo Region.

Photo: ActionAid Ghana

Expected Outcomes

1. Smallholder women farmers' empowered and actively engaging and influencing policy for CRSA.
2. Policy actions, CRSA extension services and livelihoods effectively delivered to women smallholder farmers.
3. Women smallholder farmers have secured access to and control over land and other productive resources.
4. Increased gender-responsiveness of agricultural programmes and investments.
5. Reduced impact of climate change on vulnerable communities, groups and individuals.

MP2: Address the root causes of violence against women and girls,

reduce Unpaid Care Work and promote decent work

FA1: Enhance redistribution of Unpaid Care Work and access to decent work

Strategic Actions

1. We will continue to strengthen women, girls and young people's organisations and leadership, by connecting them with other broader alliances to mobilise, organise and advocate for the recognition, redistribution and reduction of UCW.
2. We will build the capacity of women and girls and promote their strategic partnerships by linking them and our women's movement to the Ghana Trades Union Congress and other

allies, to ensure that the Ghana Labour Act is fully implemented, especially in the informal sector, to guarantee decent work.

3. We will invest in strong evidence gathering and research to inform results-oriented advocacy and campaigns.
4. We will also advance bold alternatives by advocating and campaigning for gender responsive public services and investment in interventions such as child care centers and other initiatives that contribute to the reduction of UCW.
5. We will continue to build critical media partnerships to advocate and campaign for decent work and gender responsive public services aimed at reducing UCW.

FA2: Eliminate Violence Against Women and Girls (VAWGs)

Strategic Actions

1. AAG will support the mobilisation and formation of networks/coalitions and movements of existing and new groups of excluded and marginalised young women and girls to enable them challenge discriminatory gender norms and practices that violate their rights.
2. We will strengthen the capability of our movements and young girls, especially those living with disability and deepen their understanding to demand social justice, gender equality and poverty eradication.
3. We will invest in research to identify the root causes of violence and investigate the various appearances of violence in recent times, to inform new strategies and actions.
4. We will facilitate the campaign activities of movements towards the effective operationalisation of existing laws and policies by linking them to local and international coalitions.
5. We will strengthen our engagement with the media, prioritising our work with traditional media and promoting the effective utilisation of our social media platforms, to build support and goodwill for our campaigns.
6. We will continue to create, strengthen, and support innovative ways of working with anti-violence platforms and networks, as well as community level structures, to fight against gender-based violence.
7. We will facilitate and advocate for the creation and expansion of safe spaces for girls, women, young people and survivors of violence.

Expected Outcomes

1. Rightholder groups, movements and allied organisations proactively advocating and engaging with state actors and local authorities to reduce UCW and ensure decent work.
2. Increased recognition and responsiveness of state actors and local authorities in contributing to reducing UCW and addressing indecent work.
3. Increased action by right-holder organisations/movements, media and other non-state actors towards reducing violence against women and girls.
4. Increased commitment by state institutions in formulating an

implementing policies and legislations for reduced violence against women and girls.

MP3: Promote the rights of all citizens to equitable access to good-quality, child-friendly public education that builds their confidence and self-esteem to demand transparency and accountability from duty bearers

FA1: Promote gender-responsive public education

Strategic Actions

1. Campaign for compliance with the re-entry policy where the right of girls to return to school after pregnancy is promoted and respected.

2. Challenge all forms of discrimination in schools based on gender stereotyping, social class, ethnicity, religion and disability.
3. Advocate for the provision of adequate gender responsive and safe infrastructure for all levels of basic education.
4. Advocate for the implementation of the teacher rationalisation policy and the provision of motivational packages to address the teacher deficit in rural communities.
5. Campaign for safe and non-violent school environments.
6. AAG will provide support to people's organisations such as Young Urban Women's Movement and Activista to

Smallholder women farmers in the
Upper West Region practising
CRSA methods on their farm.

Photo: ActionAid Ghana





create awareness and advocate for sexual and reproductive health education and services in schools and among young people.

7. AAG will strengthen its advocacy for improvement in the quality of education in basic schools, working with people's organisations such as SMCs and PTAs.
2. Gather evidence and advocate for the fulfilment of free-compulsory basic education that eliminates all forms of hidden, indirect and coercive fees and levies.
3. Demand for at least 20% of the national budget to be allocated and spent on education.
4. Strengthen school governance structures to demand for transparency and accountability in the management of public education finances.

FA2: Increase public education financing

Strategic Actions

1. AAG will maintain and strengthen membership in national movements and coalitions on education as well as explore opportunities to join local, national and international campaigns on education financing.
5. We will collaborate with influential coalitions and policy think-tanks to promote campaigns on domestic revenue mobilisation and Tax Justice.

Expected Outcomes

1. A safe and non-discriminatory school environment created and maintained.
2. Quality teaching and improved learning outcomes obtained, especially for girls in public basic schools.
3. The constitutional requirement to provide free and compulsory universal basic education fulfilled through consistent increase in public education financing.
4. Increased accountability and transparency in the management of education finances.

MP4: Improve citizen's participation, public accountability, effective

mobilisation and fair redistribution of public resources towards gender-responsive public service

FA1: Promote civic awareness, engagement and public accountability

1. AAG will empower people living in poverty by stimulating civic awareness on decision making at all levels through Reflect-Action processes at the community level, linking with broader movements and people's organisations at the national level, especially women's and youth movements.
2. We will encourage the active participation and visibility of people living in poverty in local

and national level public accountability processes, utilising citizen's active participation in town hall meetings and national forums to demand for more transparency in relation to information and decision making.

3. We will invest in partnerships and broad solidarity and galvanise support through focused alliances with civil society, pressure groups and allies to advocate for the passage of the Right to Information Bill.
4. We will promote young people's activism and facilitate the strategic involvement and network of young people in governance; investing in technology and innovation to harness youth power for people-centered development.



A member of the Community Based Anti-Voilence Team (COMBAT) poses with a school child

Photo: Ruth McDowall

5. We will create learning and training opportunities for young people to enhance their capacities as influencers; using the principles and participatory methodologies of the Global Platform to drive social change.
6. We will mobilise people's organisations, especially young people's movements and Activistas, to lead citizen's advocacy for increased transparency, participation and accountability in electoral processes and monitoring through human rights lenses.

FA2: Increase public resource mobilisation and redistribution; progressive taxation and tax expenditure and allocation

Strategic Actions

1. We will support awareness raising processes on citizen's tax responsibilities; collaborating with the Ghana Revenue Authority (GRA) and NCCE, leveraging our rootedness in communities and our connectedness through the Tax Justice Coalition at the regional and national levels.
2. We will invest in research to gather evidence to support our campaign for the review of tax policies and regulations, exposing loopholes and harmful practices that deny government revenue needed for investment in gender responsive public services.
3. We will invest in building and strengthening the technical

capacities of staff, leadership of people's organisations, especially young people and members of the Tax Justice coalitions, by taking advantage of internal capacities within the federation.

4. We will partner with tax experts and organisations, and work with the Tax Justice Network at the regional and sub-regional levels to develop tax campaign capacities to analyse, mobilise and advance alternatives to harmful tax systems.
5. We will give priority to women's movement, Activistas and solidarise with broader common struggles and pressure groups with a shared vision to demand change in tax policies and regulations towards maximising domestic revenue mobilisation.

6. We will advocate for a gender responsive tax and allocation policies by ensuring that women are engaged and represented at all levels of decision making by connecting the women's movements to broader campaign and advocacy initiatives towards the provision of gender-responsive public services.
7. We will build closer collaboration with legislative bodies and public investment advisory centres to develop the requisite capacities to monitor tax generations.

Expected Outcomes

1. Improved inter-agency collaboration and coordination for effective revenue generation.
2. Increased citizen's participation in tax campaigns leading to effective resource mobilisation and redistribution.
3. Social movements, including youth, women and other marginalised groups, actively participating in decision making processes and holding duty bearers accountable.

STRATEGIC ENABLERS (SE)

We recognise that we have set ambitious targets to be achieved within the strategy period. Our readiness to deliver the MPs in the CSP depend on the effectiveness of our structures and systems, and the determination of our workforce to implement practical strategies in line with our ToC.

SE 1: Build a robust monitoring, evaluation, accountability and learning system that harnesses and communicates the impact of our work and generates credible evidence to advance human rights-based alternatives to achieve social justice

Expected Outcomes

1. Programme frameworks and social movement strategy in place, offering clear direction to programme implementation.
2. Programme and project implementation results and lessons effectively tracked.
3. Enhanced programme documentation and reporting.
4. Programme/projects impacts and credible alternatives for making social change ascertained and shared.
5. AAG's profile, visibility, branding and its contribution to public policy formulation and implementation demonstrated.

6. AAG's effective participation in international platform meetings enhanced.
7. Enhanced staff competencies in programme areas and on data management.

SE 2: Promote our brand, diversify and increase our income from sources aligned to our vision and values through a culture of adaptation and innovation.

Expected Outcomes

1. Increased visibility and competitive brand presence in Ghana.
2. Sustained supporter interest and commitment to child sponsorship.
3. Enhanced network and partnerships to secure resources to meet funding needs.
4. Improved capacities of staff, Board and General Assembly members on fundraising.
5. Fundraising targets achieved within the period of the CSP and more income streams identified and utilised to improve our sustainability.

Women groups in the
Upper East Region
performing a traditional
dance

Photo: ActionAid Ghana



SE3: Strengthen our financial system and technological infrastructure to enhance effective planning, reporting and accountability across the organisation

Expected Outcomes

1. Capacities of staff and partners enhanced to effectively utilise new financial systems.
2. Robust financial infrastructure built to facilitate financial reporting and planning.
3. Improved understanding of financial management and accountability processes.
4. Improved donor confidence in AAG's financial reporting processes.

SE4: Improve motivation and attitudes of staff to enhance performance and strengthen our organisational capacity and that of collaborators at all levels to optimally deliver the CSP

Expected Outcomes

1. Well-motivated staff and increased staff retention.
2. Effective organisational structure in place.
3. Human resource policies, practices and systems reviewed and implemented.
4. Well-resourced organisation with enhanced staff capacity to enable the effective delivery of CSPVI.

SE5: Improve the governance system, promote mutual accountability and enhance achievement of organisational goals.

Expected Outcomes

1. A clear direction with succession plan in place for the Board to effectively contribute to organisational governance.
2. Increased capacity of Board in providing leadership and direction in transformative feminist leadership, good corporate governance, social movements, fundraising and brand management.
3. Improved performance of Board members in strategic leadership and oversight responsibility.

4. Board members motivated to continue rendering dedicated and selfless service to AAG.
5. Board members more visible at the international level and occupying key positions.

Income Projections for CSP VI

During the period, AAG is expected to raise a total income of £20,976 which will comprise Regular Giving income (£4,713), Partnership income (£16,110) and other income (£153). The average income per annum will be £4,172. This is the expected minimum income required every year to implement planned programmes to achieve the objectives of CSP VI.



Members of the Community Based Anti-Violence Team (COMBAT) with the Country Director of ActionAid Ghana, Sumaila Abdul-Rahman (second from right)

Photo: ActionAid Ghana





Donkey cart donated
by ActionAid Ghana to
assist smallholder farmers
in rural communities

Photo: ActionAid Ghana



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