

Country Strategy Paper (CSP) VI

2018 - 2022 People's Power for Social Justice

actionaid

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People's Power for Social Justice

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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



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



Prof Ken Agyeman Attafuah Board Chair



Afia Darkwa-Amanor Vice Chair

Board of TRUSTEES



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ACRONYMS

AA	ActionAid	GSGDV	Ghana Shared Growth and Development Agenda
AAG	ActionAid Ghana	GS	Global Secretariat
AAI	ActionAid International	GSS	Ghana Statistical Service
CBE	Complementary Basic Education	HNWI	High Net Worth Individuals
CEDAW	Convention on the Elimination of All	HRBA	Human Rights-Based Approach
	Forms of Discrimination Against Women	IFPRI	International Food Policy Research Institute
CHRAJ	Commission on Human Rights and Administrative	IMF	International Monetary Fund
	Justice	INGO	International Non-Governmental Organisation
CIMG	Chartered Institute of Marketing, Ghana	IT	Information Technology
CISR	Council for Scientific and Industrial Research	JHS	Junior High School
COMBAT	Community Based Anti-Violence Team	KPI	Key Performance Indicator
CRC	Convention on the Rights of the Child	Ц	Legislative Instrument
CRSA	Climate Resilient Sustainable Agriculture :	LFPPM	Local Financial Policies and Procedures Manual
CS	Child Sponsorship	MDG	Millennium Development Goals
CSO	Civil Society Organisation	M&E	Monitoring and Evaluation
CSP	Country Strategy Paper :	MELR	Ministry of Employment and Labour Relations
DANIDA	Danish International Development Agency	MESTI	Ministry of Environment, Science, Technology & Innovation
DCE	District Chief Executive	MIS	Management Information Systems
DFID	Department for International Development :	MoFA	Ministry of Food and Agriculture
DoA	Department of Agriculture	MoGCSP	Ministry of Gender, Children and Social Protection
DTA	Double Taxation Agreement	MoU	Memorandum of Understanding
EPA	Environmental Protection Agency:	MP	Mission Priority
EU	European Union	NCCE	National Commission for Civic Education
GDP	Gross Domestic Product	NGO	Non-Governmental Organisation
GER	Gross Enrolment Ratio :	NDC	National Democratic Congress
GJA	Ghana Journalists Association	NPP	New Patriotic Party
GOG	Government of Ghana	OECD	Organisation for Economic Cooperation and Development
GPRS	Ghana Poverty Reduction Strategy:	FA	Focus Area
GRA	Ghana Revenue Authority	PHC	Population and Housing Census
GRPS	Gender Responsive Public Services	PLWD	People Living With Disabilities

PMS Performance Management System

POWER Promoting Opportunities for Women's Empowerment and

Rights

PRS Promoting Rights in Schools

RG Regular Giving

SDGs Sustainable Development Goals

SE Strategic Enabler

SLATLA Sustainable Livelihoods And Transparent Local Authorities

UCW Unpaid Care Work UN United Nations

UNFCC United Nations Framework Convention on Climate Change

USAID United States Agency for International Development

VAWG Violence Against Women and Girls

ACTS AND LEGISLATIONS

Domestic Violence Act (Act 2007)

Human Trafficking Act 2005 (Act 694)

Criminal Code (Amendment) Act, 1998 (Act 554)

The Constitution of Ghana, 1992 Ghana Labour Act 2003, (Act 651)







TABLE OF CONTENTS

WHO WE ARE
BOARD OF TRUSTEES
ACRONYMS
ACTS AND LEGISLATIONS
FOREWORD
STATEMENT FROM COUNTRY DIRECTOR
EXECUTIVE SUMMARY
1.0 OUR IDENTITY - WHO WE ARE
ActionAid operational areas in Ghana
2.0 GLOBAL CONTEXT
3.0 NATIONAL CONTEXT
3.1 Political Context
3.2 Natural resources, agriculture and climate change
3.3 Poverty and inequality
3.4 Gender, exclusion and discrimination
3.5 Civil society participation
3.6 Implications of contextual analysis for AAG programming
4.0 REVIEW OF COUNTRY STRATEGY PAPER V (CSP V)
4.1 Mission Objective One (MO1)
4.2 Mission Objective Two (MO2)
4.3 Mission Objective Three (MO3)
4.4 Mission Objective Four (MO4)
5.0 ENABLING OBJECTIVES (EOs)
5.1 Enabling Objective One (EO1)
5.2 Enabling Objective Two (EO2)
5.3 Enabling Objective Three (EO3)
5.4 Enabling Objective Four (EO4)
5.5 Enabling Objective Five (EO5)
6.0 OUR THEORY OF CHANGE
6.1 Operationalising our Theory of Change (ToC)

ii `	7.0 APPROACHES (HOW WE WORK)	
٧	7.1 Human Rights-Based Approach - (HRBA)	
/i	7.2 Advancing women's rights and feminist leadership	
ii	7.3 Promoting rights, resilience, redistribution and alternatives	
1	7.4 Working with social movements and people's organisations	
4	7.5 Working with young people	
5	7.6 Innovation and digital transformation	
8	7.7 Local, national, sub regional, regional and international linkages	
8	8.0 MISSION PRIORITIES (MPs)	
9	8.1 MISSION PRIORITY ONE (MP1)	
1	8.2 Background and Context	
1	8.3 Focus Area One (FA1)	
1	8.4 Strategic Actions	
4	8.5 Focus Area Two (FA2)	
4	8.6 Strategic Actions	
4	8.7 Focus Area Three (FA3)	
5	8.8 Strategic Actions	
7	8.9 Expected Outcomes	
7	9.0 MISSION PRIORITY TWO (MP2)	
7	9.1 Background and Context	
8	9.2 Focus Area One (FA1)	
9	9.3 Strategic Actions	
1	9.4 Focus Area Two (FA2)	
1	9.5 Strategic Actions	
1	9.6 Expected Outcomes	
2	10.0 MISSION PRIORITY THREE (MP3)	
2 2 6	10.1 Background and Context	
2	10.2 Focus Area One (FA1)	
6 C	10.3 Strategic Actions	

TABLE OF CONTENTS

10.4 Focus Area Two (FA2)	
10.5 Strategic Actions	
10.6 Expected Outcomes	
11.0 MISSION PRIORITY FOUR (MP4)	
11.1 Background and Context	
11.2 Focus Area One (FA1)	
11.3 Focus Area Two (FA 2)	
11.4 Strategic Actions	
11.5 Expected Outcomes	
12.0 LINKING LOCAL TO INTERNATIONAL CAMPAIGNS	
12.1 Focus of national campaigns	
12.2 UCW, decent work and violence against women and girls	
12.3 Tax and gender responsive public education	
12.4. Who we will campaign with	
12.5 Our role in the Federation and other external engagements	
13. 0 STRATEGIC ENABLERS (SE)	
13.1 STRATEGIC ENABLER ONE (SE 1)	
13.2. Background and Context	
13.3 Focus Area One (FA1)	
13. 4 Focus Area Two (FA 2)	
13. 5 Focus Area Three (FA 3)	
13.6 Focus Area Four (FA4)	
13.7 Expected Outcomes	
14.0 STRATEGIC ENABLER TWO (SE 2)	
14.1 Background and Context	
14.2 Strategic Actions	
14. 3 Expected outcomes	
14. 4 STRATEGIC ENABLER THREE (SE 3)	
14.5 Strategic Actions	
14.6 Expected Outcomes	

41	15.0 STRATEGIC ENABLER FOUR (SE 4)
41	15.1 Background and context
41	15.2 Focus Area One (FA1)
43	15.3 Focus Area Two (FA 2)
43	15.4 Focus Area Three (FA 3)
44	15.5 Expected outcomes
44	16.0 STRATEGIC ENABLER FIVE (SE 5)
45	16.1 Strategic Actions
45	16.2 Expected Outcomes
48	17.0 INCOME, EXPENDITURE AND RESERVE PROJECTIONS FOR CSP-VI
48	17.1 Income
48	17.3 Expenditure
48	Reserves
49	Appendix A: Risk Register For CSP VI
49	Appendix B: Monitoring and Evaluation Framework For CSP VI
52	Appendix C: AAG CSP VI - Critical Pathways For Mission Priorities &
52	Strategic Enablers
52	



FOREWORD

Increasingly, the development landscape is becoming unpredictable, largely due to a curious blend of ineffectual policies and strategies that do not promote the interests of affected people, especially people living in poverty. Globalisation—the closer integration of national economies through the removal of trade barriers—has not succeeded in reducing inequalities among countries and between people. When national development policies and interventions do not produce intended outcomes, women and children are usually the most affected.

Now, the tide is turning and there is greater urgency for more proactive strategic interventions to balance the effect of visible and invisible power with measures that safeguard the interests of affected populations. It is in this development setting that ActionAid Ghana's new strategy paper 'People's Power for Social Justice' attempts to propose some useful practical insights into the nuances of social justice, gender equality and poverty eradication.

As the Board of Trustees, we are pleased to have had the opportunity to review some critical portions of the strategy, especially the four (4) Mission Priorities and the five (5) Strategic Enablers, to offer the necessary guidance. As in the previous strategy paper (CSP V –Increasing

Possibilities, Claiming Rights), the new strategy has a definitive focus on promoting the rights and resilience of women to enable them live with dignity.

This strategy enjoins us to promote women-led interventions through feminist lenses and from a social justice perspective. The strategic actions and key focus areas sit within programme and campaign frameworks that seek to empower women and girls to demand change for themselves, their families and communities.

More importantly, 'People's Power for Social Justice' recognises the power of technology and digital innovations in programme development and implementation. This strategic shift is critical for AAG's new direction to introduce efficient technologies and robust IT infrastructure to revolutionise our ways of work and embrace technology as an enabler and a catalyst. This will open many opportunities for AAG to extend programme and campaign impact to partners and rightholders beyond our prorgramme areas.

As a resource guide, the strategy identifies partnerships and alliances which will be pursued to promote AAG's work with social movements and people's organisations within the period of its implementation. CSP VI was developed by AAG staff and partners through contributions from our ongoing programme work, campaigns

and other functional areas. 'People's Power for Social Justice' is, therefore, the result of careful examination of our ways of work, critical reviews and recommendations from our peers and other allies.

We are delighted at the ambitious targets we have set for ourselves within the strategy period. We remain hopeful that we can learn from our many successes in the implementation of our previous strategies to achieve our vision.

It is our pleasure to share this strategy with you. As partners in development, we are part of a bigger movement of people working to achieve a just world free from poverty, injustice and all forms of oppression.

Join us today.

Help change lives!



Prof Ken Agyeman Attafuah Board Chair, ActionAid Ghana





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.

We have also clearly and collectively agreed to work with people's organisations and social movements, building on our Smallholder Women Farmers' Movement, Activista and the Young Urban Women's Movement. These organisations are currently driving their own development through direct engagement with duty bearers and leading advocacy and campaigns themes that are of direct interest to their communities and promote their development priorities. This, we are absolutely convinced, is the way to go as non-governmental development actors, if we are serious about fighting gender inequality, injustice and uprooting poverty in Ghana.

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

EXECUTIVE SUMMARY

Introduction

The changing development context in a rapidly evolving world demands urgent response in policy decisions, programme innovation and technology to address the needs of people living in poverty and exclusion. As the strategic needs of people change in relation to their social and economic realities, it is imperative to examine our ways of work and fashion interventions that address our changing needs.

'People's Power for Social Justice' is AAG's new Country Strategy Paper (CSP) which will guide our approach to work from 2018 to 2022. It was inspired by the significant shifts in 'Action for Global Justice' and driven by the strategic priorities of our communities, allies and movements. It builds on the successes of our previous strategies and proposes a more radical approach to our work with social movements, activists and people's organisations towards our vision.

In this strategy, AAG has set clear targets and Mission Priorities (MPs) based on our Theory of Change, fundraising strategies and development priorities of the regional programmes and local communities. The MPs were also informed by our external development context.

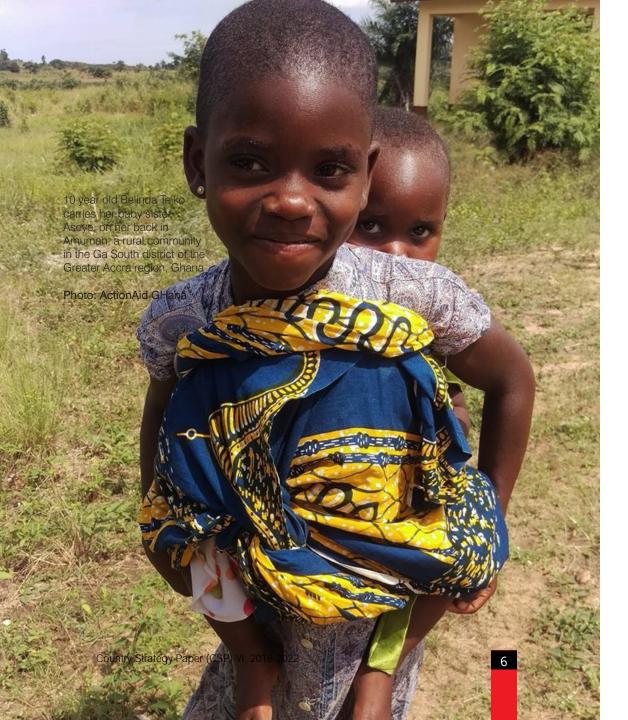
The Strategic Enablers (SE) are the human and material resources that will guide and propel the implementation of the MPs towards achieving social justice, gender equality and poverty eradication. These priorities are grounded in our Human Rights-Based Approach (HRBA) to development and our collective understanding of change, as members of an agile Federation. The focus of CSP VI is to empower people living in poverty and exclusion to demand their rights, promote the effective redistribution of power and resources while building the resilience of people and communities. This would be guided by our feminist principles and promoted through creative programme development and technological innovation.

Another critical focus of CSP VI is the creation of spaces and opportunities for increased civic participation and citizen activism by working with social movements, activists and people's organisations. The movements include the Smallholder Women Farmers' Movement, Activista, and the Young Urban Women's Movement. We will also explore other youth groups and strategic alliances. AAG will rely on its rootedness in communities and available structures to mobilise, organise and resist invisible and hidden powers that promote discrimination, gender-based violence and poverty. The strategy seeks to link local campaign programmes to national and international advocacy initiatives to address the structural causes of poverty and injustice.

CSP VI is set in a world of increasing inequalities, insecurities and other forms of social and economic injustices, resulting in gender inequality, cultural and traditional forms of violence, and other manifestations of patriarchy. It is divided into six (6) broad sections: contextual analysis, review of the previous strategy (CSP V), approach to work, mission priorities, strategic enablers and financial projections. It also includes a Monitoring and Evaluation (M&E) framework, and a risk matrix with mitigating actions. The MPs and SEs are listed below:

Mission Priorities

- 1. Strengthen resilient livelihoods and contribute to secure climate justice
- 2. Address the root causes of violence against women and girls, reduce Unpaid Care Work and promote decent work
- 3. 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
- 4. Improve citizen's participation, public accountability, effective mobilisation and fair redistribution of public resources



towards gender responsive public services

Strategic Enablers

- 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
- 2. Promote our brand, diversify and increase our income from sources aligned to our vision and values through a culture of adaptation and innovation
- 3. Strengthen our financial system and technological infrastructure to enhance effective planning, reporting and accountability across the organisation
- 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
- 5. Improve our governance system, promote mutual accountability and enhance achievement of organisational goals



INTRODUCTION

The new Country Strategy Paper of ActionAid Ghana (CSP VI), 'People's Power for Social Justice' presents an agenda for change from 2018 to 2022.

In CSP VI, we will continue to use our Human Rights-Based Approach (HRBA) and Feminist principles in our quest to shift and transform power to guarantee every person's right to a life of dignity, freedom from poverty and all forms of oppression.

1.0 Our Identity - Who are we

ActionAid Ghana (AAG) is a member of the ActionAid Federation working to achieve social justice, gender equality and poverty eradication. This makes AAG a national self-governing legal entity with a functioning Board of Trustees and an established General Assembly.

AAG has operational presence in six (6) out of the ten (10) administrative regions of Ghana: Upper East, Upper West, Northern, Brong Ahafo, Volta and Greater Accra Regions. In these operational areas, we work directly with people living in poverty and exclusion. We adopt the regional approach for programme implementation, advocacy and campaign work. We also contribute to international signature campaigns and topical national issues of interest to people living in poverty and exclusion. The focus of our interventions has over the years shifted from helping to address the manifestations of poverty to tackling the structural causes of poverty and injustice.

Our analysis of poverty and injustice is informed by regular social and economic research, policy impact assessments and political environmental scanning, which are used in gauging the impact of our interventions on people living in poverty and exclusion, especially women. By working with social movements, activists and people's organisations, we will be extending our reach beyond our programme areas to other communities that identify with the common struggles of the ordinary person facing inequalities, oppression and other forms of injustice.

ActionAid operational areas in Ghana



In this strategy, we will intensify our work with social movements such as the Smallholder Women Farmers' Movement, Young Urban Women's Movement and Activista, while exploring opportunities to work with other emerging people's struggles and movements in Ghana and in the sub-region. We will build on our experiences and past learnings from working with people's organisations such as Community Based Anti-Violence Teams (COMBAT), Boys' and Girls' Clubs and Female Extension Volunteers (FEVs) to promote our vision. AAG has mobilised, empowered and supported these organisations and the three (3) social movements to challenge and shift all forms of power (hidden, visible and invisible) as well as demand accountability from duty bearers.

We will build strong partnerships with these people's organisations and movements to organise campaigns and demand their basic rights. AAG has laid the foundation for effective work in activism and citizens' advocacy, as a contribution to "Action for Global Justice." As an approach, AAG has worked directly with the organisations of people living in poverty and exclusion, mobilising, strengthening and connecting them to other solidarity platforms at the local, national and international levels to challenge the structural causes of poverty and injustice.

2.0 GLOBAL CONTEXT

It is estimated that globally, the number of people living in poverty has reduced by 350 million, compared to earlier estimates. Nearly seventy-five (75)% of the world is experiencing economic growth. According to the World Bank, poverty went down from 902 million people or 12.8% of the global population in 2012 to 702 million or 9.6% in 2015. In spite of this, in many African economies, social and economic inequalities are increasing, leaving people living in poverty behind, thereby expanding the gap between the rich and the poor. While many pro-poor policies and social interventions have been implemented in the last half of the century, it is generally difficult for people living in poverty to achieve economic prosperity and social justice.

Inequalities are seen across gender, income, age, race, ethnicity, sexual orientation and gender identity. Additionally, the effects of climate change is widening the inequality gap. However, efforts to address these challenges remain a priority on the global agenda. The adoption of the Sustainable Development Goals (SDGs) by global leaders in 2015 provides the motivation and energy for campaigners to advocate for the protection of human rights, and guaranteed prosperity for all.

Under SDGs 5 and 8, governments have committed to end all forms of gender inequality and empower women and girls while promoting inclusive and sustainable economic growth, employment and decent work.

Achieving gender equality will require the redistribution of the disproportionate care burden on women to enable women and girls pursue equitable and sustainable economic opportunities. The SDGs consequently provide an opportunity for AAG to remain relevant in the industry at the national and international levels. There are also strong external forces driving increased deregulation and privatisation of public services, which are having some impact on social protection programmes. This exacerbates inequalities in many developing economies, especially in sub-Saharan Africa, with women and children being the hardest hit.

The global financial challenges, such as the economic crises in Greece, Brazil and other European countries, and the surge in global political unrest and upheavals, especially in Syria, have increased migration of refugees from places of war and disturbance to the developed world, mostly Europe. As a result, traditional funding countries and donor institutions are now concerned with addressing their present frontline challenges associated with the influx of refugees. This is affecting funding for civil society-led development



programmes in many developing countries, including Ghana. These challenges notwithstanding, there are emerging fundraising opportunities for development work, as donor agencies are refocusing on overseas development.

3.0 NATIONAL CONTEXT

As at the last Population and Housing Census (PHC) in 2010, Ghana's population was 24,658,823 million. In December 2017, the United Nations Department of Economic and Social Affairs estimated Ghana's population to be about 29,098,296. Out of this, 53.9% (15,533,945) live in the urban centers while the median age is 20.5 years. In March 2018, the Ghana Statistical Service (GSS) also reported that the country's population reached 29.6 million at an annual growth rate of 2.5%. The youth is estimated to be 38.8% of the population. Fertility rate is estimated to be 3.8 children per woman.

3.1 Political Context

Ghana has built a progressively stable democratic culture since the Fourth Republic, changing different governments through peaceful, free and fair elections. Anchored on a maturing multiparty political system, pluralistic

media, and strong civil society participation, the quality of the electoral process has improved over the period. Since 1992, Ghana has had seven (7) successful free and fair elections which have resulted in four (4) successful transfers of power between the two (2) dominant political parties—the National Democratic Congress (NDC) and the New Patriotic Party (NPP).

Today, Ghana is recognised in Africa for instituting workable structures for the protection of people's right to freedom of speech and association, resulting in the growth of civil society organisations, social movements and pressure groups.

While the constitutional practice in the country continues to deepen, expanding opportunities for democratic consolidation, there are concerns that the 'Winner Takes All' traditional political practice, which excludes quality talents outside the ruling political party from holding leadership positions, has not promoted inclusive development. The practice has been criticised by democratic institutions and civil society, as it prevents a more inclusive political culture needed to promote national consensus on key issues and long-term development plans.

As a result, well-intentioned and politically experienced people outside the government are sometimes prevented from serving the country

because they do not belong to the political party in power. Influential development think-tanks and progressive civil society players have called for a more inclusive political system which encourages meritocracy and provides opportunities for all political parties to influence government policies and contribute to national development.

Others have also criticised the authority wielded by the executive over the legislature and to an extent over the judiciary. The apparent control of the government over security institutions such as the police and other sensitive sectors of the governance system, is suspected to impede the fight against public corruption. To succeed in fighting corruption and instilling the culture of discipline in public life, democratic institutions such as the Commission on Human Rights and Administrative Justice (CHRAJ) and other anticorruption agencies should be strengthened and adequately resourced to protect fundamental human rights, promote justice and investigate all forms of corruption.

3.2 Natural resources, agriculture and climate change

Ghana is endowed with a lot of natural resources, with a high per capita output of gold, timber, cocoa, diamond, bauxite, and manganese exports being major sources of foreign exchange. Ghana's oil fields, discovered in 2007, is reported to contain up to 3 billion

barrels of light oil. As a major cash crop, cocoa plays a vital role in the economy of Ghana, giving jobs to approximately 800,000 families in the country. The crop generates about \$2 billion in foreign exchange annually and remains a major contributor to government revenue and GDP.

Having achieved the Millennium Development Goal (MDG) for the reduction in hunger, Ghana is currently building on this achievement by implementing many pro-poor interventions in agriculture and other social development sectors. Governments over the years have prioritised agricultural development to improve food security and generate employment opportunities in rural areas. Agriculture is also positioned strategically to feed the agroindustrial drive. About 45% of Ghana's labour force is engaged in agriculture, which contributes about 20% of the GDP.

Generally, the agricultural sector of Ghana remains vibrant. The major constraints of the sector are categorised under three (3) broad areas, namely production, finance and investments. The challenges in production include the low and declining soil fertility, an aging farmer population and low mechanisation, particularly related to irrigation. As a result of difficulties in storage, processing and marketing, there is low quality produce. Other factors that affect the sector include lack of post-harvest handling and storage infrastructure, high

transportation, transaction cost and minimal value addition. These challenges sometimes create inter-seasonal prices which negatively affect the economic wellbeing of people, especially smallholder farmers.

As a middle income economy with an educated middle class, there is a growing taste and preference for imported goods. However, there is inadequate finance and investment in the sector. According to the 2017 Government of Ghana (GoG) budget statement, 1% of the financial resources allocated to the Ministries, Departments and Agencies (MDA) was earmarked to the Ministry of Agriculture (MoFA). While only 7% of MDA expenditure allocation is expected from donor funds, about 49% of MoFA's total expenditure is expected from development partners, underscoring the sector's dependency on donor support.

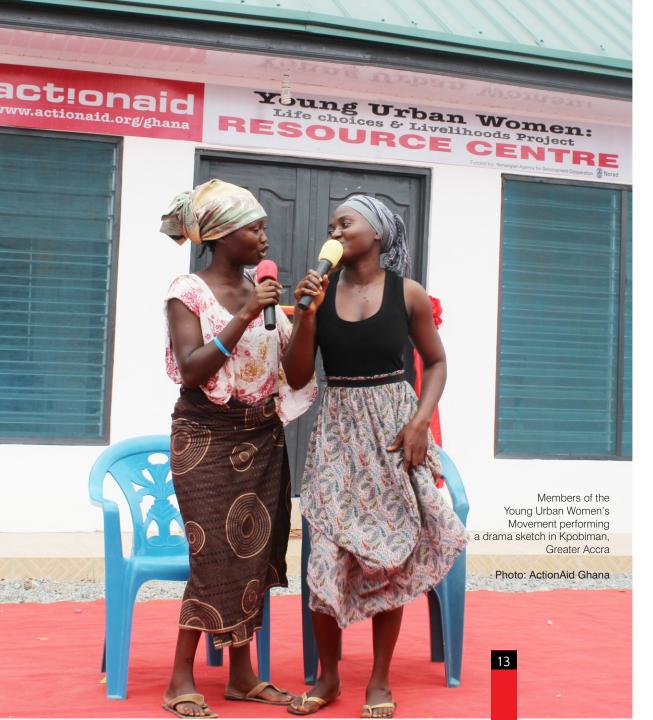
Recent government intervention in the agricultural sector, such as "Planting for Food and Jobs", "One village, One Dam" and the "Fertilizer Subsidy Programme", are all innovative programmes meant to improve agricultural productivity if well implemented. These interventions are intended to support Government's policy direction to modernise agriculture, improve efficiency, and achieve food security and profitability for all farmers.

As the second largest gold producer in Africa, Ghana's gold output in 2016 increased by 45%, amounting to \$5.15 billion, according to the Ghana Chamber of Mines. The total gold output within the period was 4.1 million ounces, up from 2.8 million ounces in 2015. In 2012, the mining sector contributed 27% of the total tax income of the country and 6% of the country's Gross Domestic Product (GDP).

The mining sector in Ghana has received considerable media and public attention over the last few years due to the activities of illegal small scale mining, popularly referred to as "galamsey". Public discourse and expert commentary on the menace have focused on the immediate and long-term dire effects on the environment, agriculture, habitat and livelihoods.

While government policy is not against small scale mining, there has been strict regulation of the sector following the widespread devastation of the water resources and forest reserves.

Agricultural production, weather and rainfall patterns in Ghana have been affected by the impact of climate change. The Council for Scientific and Industrial Research (CSIR), United Nations Framework Convention on Climate Change (UNFCC) and the Environmental Protection Agency (EPA) estimate that there has been some increase in temperature in Ghana over the last 30 years. This has led to increased evaporation, highly



variable rainfall patterns and pronounced drought spells. To achieve climate justice, Ghana has focused on adaptation programmes and other environmental conservation initiatives to protect farmlands and promote sustainable agriculture.

According to International Food Policy Research Institute (IFPRI), even though food prices in Ghana are forecasted to rise in the near future, climate change will exacerbate the situation. The price of rice, which is projected to increase by 60 % without climate change, could go up by as much as 121% with the impact of climate change. Similarly, prices of maize are projected to increase by up to 153 % in 2050 with climate change, instead of just more than 60 % without climate change. It is, therefore, imperative for mitigation and adaptation measures to be pursued to minimise the potential impact of climate change on the lives of people living in poverty, especially women and children.

The economic performance of Ghana improved remarkably in the first half of 2017, after substantial fiscal slippage in 2016. Ghana's economy expanded for the third successive quarter in March 2017 by 6.6%, up from 4.4% the previous year. The inflation rate was stable, allowing the Central Bank to reduce its policy rate. Despite this, Ghana is also likely to continue to face high domestic and external financing costs as its debts expand while global

interest rates rise gradually. The country also faces other major challenges such as high youth unemployment, delays in the resolution of debt accrued by state-owned energy enterprises, high cost of electricity and the need to synchronise energy capacity and demand for its supply. The supply of energy, however, has been relatively stable.

3.3 Poverty and inequality

Ghana's national poverty level fell by more than half from 56.5% to 24.2 % between 1992 and 2013. As a result, Ghana was counted among countries that have achieved MDG One in the shortest possible time with a poverty rate of about 25% while the continental average stood at 43%. Rural poverty is now almost four (4) times as high as urban poverty, compared to twice as high in the 1990, according to UNICEF (2016).

The three (3) regions of the North (Northern, Upper East and Upper West) continue to have the highest poverty rates. It is estimated that since 2006 some progress has been recorded in the Upper East region, as poverty dropped from 72.9% in 2006 to 44.4% in 2013. In the Northern region, however, the reduction of poverty was only by a slight margin (55.7% to 50.4%) within the same period. Out of the ten regions in Ghana, the Northern region was found to have the highest number of poor people, estimated at 1.3 million.

The Upper West region has recorded the highest level of inequality in Ghana and the highest increase in inequality since 1990. It is also observed that average consumption of the wealthiest group increased by 27% between 2006 and 2013 and 19% for the poorest, confirming that growth among the poor has been overall lower than the rich, who are seen to benefit more from exacerbating inequality. The 2017 Wealth Report by global property consultancy Knight Frank estimates that the number of Ghanaians worth \$1 million (GH4.6 million) or more increased to 2,900 in 2016 from 2,700 in 2015. Out of the number, 10 individuals joined the ranks of High Net Worth Individuals (HNWI) worth \$10 million (GH46 million) or more. Over the period, Ghana has not achieved inclusive growth, as the wealthiest people have benefited the most from its recorded growth.

3.4 Gender, exclusion and discrimination

The Constitution of Ghana prohibits all forms of exclusion and discrimination, as contained in Article 17 Clauses 1 and 2. However, some sections of the population, such as People Living with Disability (PLWD), women and children, especially girls, continue to face discrimination, exclusion and violence. Many in this category face negative discriminatory practices such as child or "forced marriages", dehumanising widowhood practices, forced

confinement of women accused of witchcraft and other violations.

Despite these challenges, there have been interventions to promote inclusive education and campaign against these discriminatory practices. It is expected that no child should suffer discrimination or any form of exclusion based on perceived differences, such as sex, ethnicity, language, religion, economic condition, or disability. Cultural and traditional beliefs and norms discriminate against children with disabilities, which remains prevalent among teachers and parents at both school and community levels. Generally, women and people with disability are not visible or are likely to be underrepresented in most decisionmaking spaces at all levels in Ghana. Also, public services are not gender responsive and disability friendly.

3.5 Civil society participation

Respect for civil and political rights in Ghana has been progressive over the years. However, economic, social and cultural rights have been slower than expected, as challenges such as corruption, inadequate provision of basic social services, harmful cultural practices, gender inequality, and violence against women and children persist. These challenges have been the raison d'etre for the rise of civil society in Ghana. Civil society work remains relevant in

Ghana in varied ways. Beyond their core role of influencing national policy, Civil Society Organisations (CSOs) also advocate and raise the awareness of citizens on critical national issues. They also engage traditional and social institutions to influence social and cultural norms, especially in relation to women and girls.

Lately, CSOs have been forming networks and coalitions around common interests towards building coalitions, peoples' movements and organisations, especially with women and youth. The active interest in building solidarity among CSOs has contributed to increase the impact of development work in Ghana. It is believed that this has been informed partly by the need for CSOs to remain relevant and effective in the face of dwindling funding for development work, by leveraging resources through partnerships and also increasing the space for civic engagement.

3.6 Implications of contextual analysis for AAG programming

The stable democratic and political atmosphere provides useful opportunities for CSOs to intensify advocacy and influence government policies in favour of people living in poverty.

Global economic challenges have negative funding implications for development financing in developing countries, including Ghana.

These realities and other external factors in development financing should inform our fundraising strategies, especially as they project Ghana as unattractive to traditional donors. It is also important to examine other alternatives in sustainable fundraising, such as initiating stronger partnership funding drives using the Corporate Engagement Framework approved by the Global Secretariat. This would enable us engage with the extractive industries, particularly

the oil and gold mining sub-sectors, and the private sector in general.

In recent times, reported cases of human rights abuses and torture of economic migrants, especially in Libya and other countries, have amplified the call for a concerted development approach that addresses the underlying causes driving migration from countries such as Ghana. There is the need for a synergised effort to





ensure that the human rights of migrants are protected and preserved through sub-regional and continental collaboration.

4.0 REVIEW OF COUNTRY STRATEGY PAPER V (CSP V)

AAG's previous development strategy, CSP V, 'Increasing Possibilities, Claiming Rights' was scheduled to be implemented from 2015 to 2019. However, the introduction of a new global strategy 'Action for Global Justice' by the Federation defined a new development direction for the organisation. As a result, it became necessary for AAG to align to the new global strategy by reviewing the CSP midterm, to assess our progress and evaluate the adjustments that needed to be made to achieve our goals.

While the review found that CSP V was significantly aligned to 'Action for Global Justice,' Management and the Board recommended the development of a new strategy for the period 2018-2022. The CSP review also indicated that AAG had worked earnestly towards its mission and enabling objectives. The key findings from the review of CSP V are summarised under the Mission Objectives (MOs) below:

4.1 MO1: Promote Climate Resilient Sustainable Agriculture (CRSA) and women's secured access to and control over land and other productive resources

Smallholder women farmers were exposed to agricultural practices that improved their resilience to climate change. AAG mobilised and supported over 6,000 women smallholder farmers to demand long term access to fertile land and other productive resources in all our operational areas. They were also supported to secure access to tenured land for farming.

Farmers received training and capacity building in improved farming methods like contour farming, planting in rows, development and application of compost manure. As a result, the number of women farmers who depend on chemical fertilizer for crop production reduced significantly, thereby decreasing cost of production.

There has been improvement in women's access to land and the land tenure system. In Ga South, women groups were trained and empowered to sign formal contracts with landowners to own land for agricultural purposes. In many communities in the Northern Region, women generally reported having access to land, but control of agricultural land

remains difficult. However, women own and control land for residential and other purposes.

The establishment of farmer networks such as the Smallholder Women Farmers' Movement has broadened the frontiers of collaboration among farmers and institutions such as MoFA and other NGOs involved in agriculture. Farmers are enjoying the benefits of working in groups through the sharing of information, knowledge and experience within the community. Networking has also increased the capacity of smallholder farmers to access services and information from government and NGOs to enhance their operations. In Nayoko in the Binduri district of the Upper East region, the network of women farmers came together to advocate for their rights, which enabled them to register for inputs under the 'Planting for Food and Jobs' Programme at the district level.

4.2 MO2: Advance political influence of women and girls; reduce women's Unpaid Care Work and violence against women and girls

Women's rights was a key programme and advocacy area in CSP V. This is because violence against women and girls in the form of domestic and sexual violence, child and forced marriages as well as Unpaid Care Work (UCW),

persist in Ghana, especially in deprived and marginalised communities. Patriarchy, cultural and traditional forms of violence have contributed to the relegation and exclusion of women from decision-making and positions of influence. These and other political and socio-cultural factors have affected the political participation of women in Ghana. By making the fight against gender-based violence a targeted programme area, AAG has strategically positioned itself as a concerned social justice and women's rights advocacy organisation committed to improving the lives of women and excluded groups.

For example, in the Brong-Ahafo Region, the number of female District Chief Executives (DCEs) increased from three (3) to six (6) in the period. As part of its governance and campaign work, AAG provided training in publicity management and electoral campaign strategies for some of the women who eventually won elections to be elected DCEs. In the Upper East Region, a member of our COMBATs (Community-Based Anti-Violence Teams), a local community structure, was elected a member of the Unit Committee while another woman won elections as Assembly member for the Manga/Nayoko electoral area. At Damol-Tindong, a community facilitator was also elected into the Unit Committee.

AAG campaigned and sensitised communities against UCW and also supported in the direct

provision of facilities to reduce women's care burden, which enabled them to pursue profitable and productive ventures. For instance, in Tizza and Gbare in the Jirapa District of the Upper West Region, the provision of early childhood centres by AAG created safe spaces for women to engage in productive social and economic activities.

AAG embarked on campaigns and interventions that targeted discriminatory practices against women to confront gender-based violence and work towards improving relations in communities. For instance, COMBAT has effectively collaborated with law enforcement agencies to handle cases involving abuse and other negative practices against women and girls. Through the vigilance of COMBAT, the Kadjebi Police Command in the Volta Region were able to rescue children from child trafficking.

AAG has advocated for increased national budget provision for gender responsive public services. Within the period, AAG initiated discussions with the Department of Children on the review of the Early Childhood Care and Development Policy with the support of the Ministry of Gender, Children and Social Protection (MoGCSP). AAG has also collaborated with the Ministry to campaign for the passage of the Affirmative Action Bill and the Legislative Instrument of the Domestic Violence

Act. These partnerships and other programme interventions underscored AAG's determination to collaborate with like-minded agencies to address the root causes of poverty, discrimination and gender inequality.

4.3 MO3: Promote access to quality public education for boys and girls which respects their rights and enhances the capacity of young people to drive their development priorities

AAG has been actively involved in campaigns and interventions to improve the school environment for boys and girls. Progress was made in several fronts relating to access to quality public education. AAG worked with local partners and national level education campaigners to advocate for basic education which respects children's rights while identifying the critical issues that create inequalities in quality education delivery.

AAG created safe spaces for girls to enable them comfortably handle menstrual issues while in school. Female dressing rooms and sanitary pads were provided for girls to ensure that they are not forced to stay away from school during their menstrual cycle. AAG and partners led vigorous campaigns aimed at eliminating

school-based gender violence. The campaigns targeted practices such as teasing, sexual harassment, child marriages, discrimination against girls in school and the effects of UCW on the girl child. Under the Complementary Basic Education (CBE) programme, girls who dropped out of school were supported to return to school to continue their education. They received quality literacy and numeracy education for nine (9) months and joined the normal school system after completion. Through this intervention, large numbers of children who were out of school are enjoying their right to quality education.

In the Upper East Region, school blocks were constructed in Winkogo, Bansi, Balungu, Gbee, Yagzure and other communities. These and other interventions contributed to increasing enrolment and retention rates in many communities. In Nayoko, the Parent-Teacher Association (PTA) and School Management Committee (SMC) reported increasing enrolment figures since 2015. The enrolment in the primary school in 2015 was 108, with majority being boys. However, the number increased to 217 in 2017 (128 girls and 89 boys). Also, no school dropouts were recorded in the period. School governance structures and PTA networks were also strengthened to enable them work with school authorities and other duty bearers to improve teaching and learning outcomes. As a result, many forms of discrimination against girls reduced in some communities while advocacy for the abolishment of corporal punishment was intensified.

4.4 MO4: Improve gender responsiveness of mining and extractive companies and ensure fair redistribution of resources to eradicate poverty

While CSP V articulated clear campaign and programme guidelines on AAG's human rights-based work in the mining and extractive sectors, there was limited work in this area within the period. However, there were a lot of strides and positive gains in the Tax Power Campaign, which advocated for fair and equitable distribution of resources through progressive taxation. The campaign advocated for an efficient tax incentive regime where multinationals and big conglomerates that enjoy tax incentives were made to pay the right amount of taxes for national development.

Harmful tax incentives, which are given to multinationals to boost foreign direct investment in Ghana, cost the government \$1.2 billion dollars every year, denying the country crucial resources needed to improve the lives of people living in poverty, especially women.

Another aspect of the campaign focused on increased budgetary allocation for Gender Responsive Public Services (GRPS) such as early childhood educational facilities, which will reduce women's UCW, give women time to pursue profitable vocational interests and contribute to the development of their communities.

The national campaign on illegal small-scale mining provides many advocacy opportunities for AAG to highlight the effect of the menace on women, children and vulnerable groups in mining communities. The pollution of river bodies and all forms of environmental degradation affect women and children more than men. AAG should, therefore, advocate for gender responsiveness in the design of policies and programmes to meet their peculiar needs, including resettlement and social reengineering plans.



5.0 ENABLING OBJECTIVES (EOs)

5.1 EO1: Enhance effective programme integration, coherence and quality at all levels in order to achieve the desired impact on the lives of people living in poverty

As a key requirement for the implementation of the mission objectives of CSP V, regional programmes were supported to develop regional strategies which outlined the strategic priorities of the regional programme within the development context of the region. A peer review process was set up to facilitate peer to peer review of the regional strategies. As part of the operationalisation of the strategy, indicators for monitoring operational programmes at the regions were developed.

AAG invested and prioritised capacity building of partners and provided trainings to enable them deliver on their mandate and promote a shared understanding of development priorities. A Programme Management Framework was developed to ensure coherence and integration of frontline actions with the key strategic promises in the CSP. This structure was well integrated with a monitoring

and evaluation framework which was helpful in monitoring progress and impact. To ensure uniformity and reliability in data management, a Management Information System (MIS) was developed to guide programme implementation.

AAG also strengthened its risk management system by providing quarterly updates and constantly reviewing the risk register to ensure that risk mitigation actions were implemented when required.

5.2 EO2: Increase capacity and motivation of staff to deliver this strategy and promote women's and youth leadership

AAG prioritised and invested in the motivation and capacity development of staff to carry out their work. A comprehensive Learning and Development Plan was developed to address the learning needs of staff and streamline AAG's engagement with external and internal trainers. Within the period, capacity building initiatives conducted include sponsorship training for programme staff, partners and expert workshops on partnership funding for senior management. Financial management trainings were also developed for finance staff, partners and other support staff.

The introduction of the new Performance Management System (PMS) provided

opportunity for staff and supervisors to regularly monitor progress on targets and competencies required to improve performance. The regular feedback motivated staff to improve upon their performance. Board members, country leadership and senior management staff benefitted from series of leadership and governance training during the period. About 21.2% of staff benefitted from internal career progression opportunities while others had appointments for external career advancement.

As part of the PMS, a competency framework was developed and integrated into AAG's selection and recruitment processes. The framework identified different types of competencies such as personality, technical and managerial skills for various levels, including job descriptions. Conscious efforts were made within the period to give opportunities to qualified females to aspire for leadership positions. At the end of 2017, 10% of female staff had progressed from lower positions to higher roles.

5.3 EO3: Improve financial management, planning and reporting through the development of effective systems and processes in order to promote accountability and transparency across the organisation in line with our values

AAG improved its financial management practices by prioritising external and internal training and reviews of performance tools and processes. As part of this, the Local Financial Policies and Procedures Manual (LFPPM) was reviewed to ensure that the provisions in the manual conform to current financial statutory regulations and meet internationally acceptable standards.

These provisions ensured improvement in the financial management systems and processes of AAG and partners. Through quarterly expenditure verifications, AAG addressed weaknesses in financial processes and systems by developing templates that facilitated reporting and reduced time spent on processing financial transactions. AAG also ensured standardisation in the enforcement of financial regulations and compliance with statutory requirements across the organisation by regularly training all finance staff.

5.4 EO4: Enhance accountability of our governance structures with support from the international secretariat

AAG strengthened the relationship between the Board and the International Secretariat by promoting the Board's participation in the Annual AA International Assembly meetings and Governance workshops, as well as working with members of other Boards. Within the CSP V period, two (2) Leadership retreats were organised for Board and Management of AAG. These were facilitated by the International Governance Unit and an external consultant in 2015 and 2017 respectively. They ensured that the Board had a clear understanding and appreciation of the organisation's expectations, their liabilities, duties and responsibilities, to effectively provide strategic leadership for the organisation.

5.5 EO5: Raise our profile, improve our supporter base and diversify our funding sources towards achieving our mission-related priorities

Within the period, AAG was voted the best performing Non-Governmental Organisation of the year for three (3) consecutive times by the Chartered Institute of Marketing Ghana (CIMG).

The recognition underscored AAG's competitiveness as an influential social justice organisation with a broad marketing appeal among national stakeholders and development organisations.

A comprehensive fundraising strategy was developed to guide AAG's child sponsorship, institutional partnerships and local fundraising activities. The strategy categorised key public institutions, partners and stakeholders, providing relevant guidelines on how to effectively communicate and influence donors. Through the use of digital communication and social media, AAG engaged with stakeholders online, resulting in increased visibility and raising national and international awareness about AAG's work with people living in poverty.

To project fundraising as a critical function for the successful implementation of the strategy, fundraising was made a compulsory component in the job descriptions of staff at all levels. Fundraising trainings were incorporated leadership meetings while workshops for proposal development were organised to improve the skills of staff in partnership fundraising. These capacity building initiatives deepened awareness and inclusiveness of AAG's fundraising efforts. As a result, partnership income increased over the period while sponsorship links stabilised. From 2015-2017, AAG raised over £10m in partnership

income, exceeding our total target income of £8.7m by 16%. This is largely attributable to our successes in raising more partnership income than expected.

Regional Programmes prioritised child focused interventions and developed annual fundraising plans, as part of accountability and resource mobilisation efforts. Child focused programmes such as Sponsorship Day, International Day of the African Child, Girls' Clubs activities and child advocacy trainings were organised to focus attention on children. Annual funding plans, proposals and concept notes were developed to improve our fundraising programmes.

AAG maintained a strong online presence while giving accurate and relevant feedback to partners and stakeholders. Communication strategies were developed to promote the communication and publicity programmes of donor-funded interventions such as the 'Sustainable Livelihoods and Transparent Local Authorities' (SLATLA) and the 'Promoting Opportunities for Women Empowerment and Rights' (POWER). A separate communication strategy was developed to promote the advocacy interventions of the campaign for the Reintegration of the Alleged Witches' in the Northern region.

To strengthen our partnerships with the media, AAG signed a Memorandum of Understanding

(MoU) with the Ghana Journalists Association (GJA) to sponsor two (2) prizes in the annual GJA Awards. We also contributed to national discussions on topical human rights and social justice issues and responded to critical media interviews on gender equality, women empowerment and other human rights interventions.

Staff, partners and media organisations were trained on media publicity, feature writing and effective communication, which enabled AAG to remain relevant in the media space. To communicate our achievements and impact stories to a wider audience, AAG relied on publications of annual reports, event launches, media interviews, video documentaries and special newspaper columns. Within the period, AAG maintained a permanent weekly column in one of Ghana's most popular and best circulating national newspapers, The Finder, which gave the organisation consistent publicity of our interventions every week.

5.6 Challenges and Missed Opportunities in CSP V

1. Our HRBA and feminist principles guided our work within the period, which required that communities in our programme areas were constantly sensitised on their obligations,

- inequalities and human rights. However, some of them still had expectations for tangible development interventions instead of contributing to behaviour and attitudinal change.
- 2. Some communities also expected direct benefits to sponsored children. However, the children benefitted from resources such as books, learning aids and other interventions under the Promoting Rights in Schools (PRS) initiative.
- 3. There was limited work in the extractive and mining sectors because rural communities in mining areas were more receptive to resources and incentives offered by mining companies. This sometimes affected our advocacy and human rights campaigns.
- 4. While we supported national campaigns on environmental degradation, we didn't take active role in CSO advocacy on illegal mining (Galamsey).
- 5. Our interventions in CRSA were largely successful. However, rural communities faced challenges posed by conventional farming, which promoted the use of chemical fertilizers, agro-chemicals and genetically modified seeds.
- 6. Entrenched cultural and social practices sometimes posed challenges to some of our interventions regarding women leadership.





6.0 OUR THEORY OF CHANGE (ToC)

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.

6.1 Operationalising our Theory of Change

- 1. When affected people are empowered to lead change, they are able to extend the impact to their allies and constituents, thereby building a stronger alliance of like-minded people to sustain the change process and multiply the impact.
- 2. Sustainable change requires effective implementation of progressive policies and legislations that address the strategic needs of affected people. To deliver sustainable change, the interests of affected people should drive and influence the determination of policies by institutions and organisations that lead the change agenda.
- 3. Change does not just happen; it requires the creative energies of people and the effective deployment of systems and processes tailored to bring out the best in people while protecting and promoting their right to demand the change they seek.

7.0 Approaches (How We Work)

We connect the work we do at the community level with broader efforts and struggles for justice at every level to make the greatest contribution towards a just, equitable and sustainable world.

Guided by our feminist principles and HRBA, we seek to shift and transform power through empowerment, solidarity, campaigning and the generation of alternatives. This is to ensure that every person can enjoy a life of dignity and freedom from all forms of oppression. AAG prioritises the leadership of women and young people, especially those living in poverty and exclusion, in our efforts to achieve social justice. gender equality and poverty eradication. We create platforms for collective action and solidarity by enabling people around the world to unite and contribute to social justice struggles in various ways-as active citizens, supporters, staff and volunteers. Around the world, AA is deeply rooted in the contexts where we work and proudly uphold our primary accountability to the people most affected by unequal power relations.

7.1 Human Rights-Based Approach (HRBA)

The Human Rights-Based Approach (HRBA) is a conceptual framework that is normatively based on international human rights standards and operationally directed to promote and protect human rights. It seeks to analyse obligations, inequalities and vulnerabilities while addressing discriminatory practices and unjust distribution of power that impede progress and diminish human rights. Our HRBA enjoins us to assert basic needs as basic rights, engaging in service delivery only in ways that strengthens people's leverage to claim their fundamental human rights from stakeholders in an effective and sustainable way.

There are three (3) programming areas to our HRBA: empowerment, solidarity and campaigning. Our empowerment approach includes our participatory action and reflection processes with the most excluded groups at the local levels. We build and strengthen solidarity by connecting and organising people committed to a common cause. Campaigning and influencing are embedded in our HRBA. Some of the fundamental causes of poverty lie beyond the immediate location or borders where the effects are felt, and can be addressed through effective campaigns by mobilising people to shift national or international policies or practices. It also includes strategic actions behind the scenes

through lobbying those in power with accurate research, which can accelerate policy change.

This approach also entails internalising human rights values and principles at the organisational, national and individual levels by developing a human rights sensitive organisational culture and strengthening internal and national human rights capacities. It expresses the institutional will in policies and demonstrates commitment in programming for the promotion, protection and realisation of human rights.

7.2 Advancing women's rights and feminist leadership

Women pay the highest price of unjust policies in patriarchal societies. To be able to access their rights, they must play key roles as change agents to shift unequal power relations. The denial of women's rights is largely founded in patriarchal norms embedded in most traditions and religions which constitute violations of the rights of various minorities and excluded groups. Such negative values are often reinforced through our upbringing and further entrenched by national and international laws, policies or practices which undermine human rights. We will work to challenge all forms of invisible, visible and hidden forms of power that perpetuate the denial of women's rights. Feminist leadership principles will therefore quide our work culture and programme design.

ActionAid and other development actors worldwide accept that advancing women's rights and gender equality is not only a desirable goal, but a cornerstone of any successful and sustainable development framework. We believe that gender inequality is an injustice that has existed for too long and which we must fight. Indeed, the underlying causes of poverty and injustice are gendered. Because of their socially-ascribed roles, women living in poverty have less access to land, education, networks, technology, cash, decision-making, and control over their bodies, all of which keep them impoverished. To make real impact on the lives of women and their communities, we need to develop strategies to explicitly confront these challenges.

AAG will make women's rights the centre of all interventions to ensure that women grow in confidence, develop skills and knowledge to enable them decide their own destiny, and campaign for the recognition, reduction and redistribution of UCW. Women should live without fear of violence and participate effectively in the decisions that affect their lives and livelihoods. AAG will organise women around common struggles and build their consciousness about rights violations and all forms of oppression as well as support female leaders in our communities and within our partner organisations. We will also work towards increasing women's access to and control over

resources. In all processes, gender analysis will be used to determine how men and women benefit differently because of their distinct roles.

7.3 Promoting rights, resilience, redistribution and alternatives

Very often, struggles against poverty and injustice focus on challenging existing conditions without providing credible solutions. There are also strong criticisms for not maintaining a comprehensive approach to address the issues of poverty and development. The goal of the new strategy will be achieved through a long term integrated programming agenda focused on Rights, Redistribution and Resilience. These three (3) pillars are interconnected and mutually reinforcing, in that one will only be achieved if gains are made in other areas. Rights cannot be fulfilled without redistribution of power and resources; and they will continue to be undermined without building the resilience of people living in poverty, exclusion and social movements.

In this strategy period, AAG will focus more on working together with people living in poverty and their organisations, to extend the impact of our alternatives as well as discover and implement other options and lasting solutions. We will also engage proactively with others to uncover, explore, document, share and activate alternatives. We will become respected innovators in developing and testing just and

cost effective alternatives in line with the MPs of the strategy. Compelling proposals will also be developed to put innovations into practice at local, national, and global levels, building on our past learnings. New models and processes on UCW will include decision making that allows women living in poverty and excluded groups to have greater political influence and secure decent work.

7.4 Working with social movements and people's organisations

Globally, social movements are beginning to unite at all levels to challenge inequitable growth, creating space and momentum to define sustainable alternatives to the status quo. Advocacy and campaigns by global and national coalitions have also brought increasing public attention to the world's tax havens. widespread tax evasion, aggressive tax avoidance regimes and illicit financial flows. The emergence of different forms of South-to-South cooperation is also contributing to redress unequal power relations between wealthy and lower income countries. We will support people's ability to shift and transform power at all levels, challenging patriarchy and other intersecting forms of oppression, and develop just, sustainable and equitable alternatives. We will support campaigns in communities where we work directly with people living in poverty and exclusion.

We will help build collective power through broad alliances between communities, people's organisations, social movements and other allies, working together across geographic boundaries to achieve social justice and eradicate poverty. We will work with women's movements, including feminist organisations and other women's rights actors, to advance gender equality. In CSP V, AAG mobilised and supported movements including Activista, Young Urban Women's Movement, and Smallholder Women Farmers' Movement. to press demands for social justice. We will consolidate our work with these groups, strengthen linkages amongst them and broaden their networks to sustain the gains.

7.5 Working with young people

Young people are important innovators and drivers of change throughout the world. They will inherit a planet that faces irreversible climate change and environmental destruction as a result of the actions of past and current generations. They also represent the majority of the population in many lower income countries and experience high levels of unemployment and marginalisation in most contexts. Over the years, AAG has learnt that the youth gain more from experience when they are actively involved in development processes. Programmes developed in collaboration with youth groups such as the Young Female Parliamentarians, have proven to be highly effective in building

young people's skills and reducing their vulnerability. Their direct involvement offers potential benefits to the youth who developed the programme, those who are served by it, as well as the organisation. While the youth gain good experiences and develop their confidence, organisations are rewarded with a fresh perspective on youth culture, and are able to develop more effective outreach programmes.

Youth agencies also support in the development of positive group norms and make healthy decisions about their own development. As a key approach, AAG will develop youth programmes based on their needs and interests. This strategy commits us to work more with the youth as leaders in their own right and as a group who are facing many serious human rights violations. We recognise that the youth are powerful drivers of change and we will work with them in shaping a more democratic, equitable and sustainable society. AAG will support the youth, especially women, to participate in governance at all levels to enable them secure more responsive and relevant services from local and national government. Therefore, a lot of our work in promoting economic alternatives for women will also include the youth. This will equip them with the necessary capacities to initiate their own campaign agenda and strategise to find new forms of sustainable income.

7.6 Innovation and digital transformation

AAG will invest in stimulating a drive that explores and elicits new, effective and efficient ways of advancing change. This will focus both on delivering our programmatic commitments as well as the ways and approaches we employ in doing our work. We believe that we are endowed with efficient systems and resources to advance our work. To promote new ways of work which improves efficiency and productivity, we will rely on the diverse experiences and capacities of our staff, partners, allies and people's organsiations. We will work with people's organisations, particularly the youth, and support an innovative drive to improve our ways of work.

We will encourage staff to take calculated risks, trying out new ideas in the delivery of programme goals while systematising a culture of innovation through an idea suggestion system. This system will provide a framework through which staff can suggest ideas for the achievement of targets. Systems will be put in place to ensure that these ideas are reviewed and implemented as a pilot, and subsequently included in our ways of work when proven successful.

AAG will ensure that there are proactive investments in information technology and communication infrastructure to improve our

delivery of programme goals and build a more robust and agile organisation. Interventions such as the implementation of Office 365 and Cisco Meraki system will strengthen our cyber security and information management. We will continue to exploit the digital and technology resources to improve programme and campaign work.

In relation to this, a digital and social media strategy will be developed to guide our digital communication and social media work. This strategy will offer practical guidelines and information on how AAG communicates to our publics, communities, donors, partners and the media. We will promote a unique hashtag (#) for our campaigns and advocacy programmes, which will form part of the general communication work in our digital environment. This will help track feedback, stay connected with our social movements and promote followership for our broader common struggles.

Specifically, we will encourage and support the formation of social and people's movements online. We will support our local and national movements to be active and remain connected with other broader people's organisations beyond Ghana. This will be led by our social movements including the Young Urban Women's Movement, Smallholder Women Farmers' Movement and Activista. We will also invest in current tech-savvy tools and

equipment to position AAG as a technologically active organisation undertaking effective digital transformation to revolutionise how we work. We are confident these investments will promote the efficient management of our digital channels while re-enforcing our brand visibility and accountability.

We will also take active interest in how our followers and general public react to information and communication on our digital channels. We will, therefore, analyse user-driven information, overviews and insights while using a responsive feedback system to monitor and weigh the communication value of messages from our followers. We will also implement a valid gateway platform to make our communication relevant for our fundraising programmes and outcomes. To achieve this, the communication and fundraising teams will work together more closely and implement a valid sponsorship/donor digital gateway system that increases child sponsorship and donor support. We will communicate the changes we seek by using innovative media hinged on our digital channels to stimulate our fundraising interventions.

We will invest in the capacity development and training of staff to lead the digital transformation drive within the organisation. We identify that staff and key right-holder groups will need training on social and digital media work as well

as a better understanding of the importance and risks associated with digital communication. This will be the focus of our digital communication strategies within the period.

7.7 Local, national, sub regional, regional and international linkages

Our understanding of poverty is that rights violation at the local level may be rooted in a law or policy failure that we can only address through advocacy or campaigning at the national or even international level. Our work can only bring about the changes we seek if actions are taken and linked to all levels. Our actions at the national level must have an impact on people living in poverty in the communities we work in. AAG will facilitate local organisations to link with wider movements, alliances, networks or campaigns to demand changes in the lives of people living in poverty. We will challenge ourselves, partners and communities to maximise the added value by connecting our work with broader movements and building bridges across all levels.

At all times, the experiences and perspectives of people living in poverty should shape our agenda for change. The roots of some problems lie in other countries or at the international level with the policies and practices of big corporations, other governments or institutions such as the European Union (EU), International

Monetary Fund (IMF) or World Bank. AAG will take advantage of its membership of the federation and our access to international platforms to bring national level issues into international campaigns.



8.0 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, as indicated earlier, 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 four (4) key areas, as follows:

8.1 MP1: Strengthen resilient livelihoods and contribute to secure climate justice

8.2 Background and Context

The devastating effects of climate change have been felt globally, leading to unprecedented levels of atmospheric concentrations of carbon dioxide, methane and nitrous oxide. Since the 1950s, climate experts have observed changes in the atmosphere and weather patterns, causing the amounts of snow and ice to diminish while sea levels have risen over time. Greenhouse gas emissions have increased since the pre-industrial era, driven largely by economic and population growth.

Global agriculture will be under significant pressure to meet the demands of rising populations. Degraded soil and water resources are predicted to be further stressed by the impact of climate change. The increase in greenhouse gases in the atmosphere will affect agro-ecological and growing conditions. Agriculture and land use have been identified to be prominent sources of global greenhouse gas emissions. The application of fertilizers, rearing of livestock, and related land clearing have influenced the levels of greenhouse gases in the atmosphere and the potential for carbon storage. As a result, ongoing climatic changes are affecting agricultural production, while the sector itself also presents opportunities for emissions reduction.

These changes have impacted negatively on people living in poverty and exclusion who are particularly vulnerable to deviations in average climatic conditions such as prolonged drought and natural disasters, and floods, thereby undermining the sustainability of their livelihoods in the long term.

Building the resilience of people living in poverty and improving their livelihoods have been recognised globally as effective ways to end hunger, achieve food security, improve nutrition and promote sustainable agriculture (SDG 2). This is supported by SDG 13 which seeks to "take urgent action to combat climate change

and its impacts." As part of its climate justice campaign, AAG seeks to strengthen resilient livelihoods and secure climate justice by placing greater emphasis on the interconnectedness between natural resources, resilient livelihoods, food sovereignty and agroecology.

The livelihoods of many Ghanaians, especially the rural population, depend on agriculture. The sector employs almost half of the population of Ghana (GSS, 2014). An estimated 76.1% of the rural population are directly involved in agriculture, with majority being smallholder and women farmers. However, growth in the sector has been slow over the years due to migration and low public investment in the sector. AAG's research on gender analysis of government's budget on agriculture in Ghana from 2015 to 2017 found that "although Ghana is seen as an agricultural country with more than half of the population engaging in farming, the agriculture sector made the lowest contribution to GDP of 20.2% and 20.1% for 2015 and 2016, respectively."

Government's budgetary allocation to the sector (2.2% in 2015; 2.5% in 2016; and 2.9% in 2017) falls below the Maputo commitment of at least 10% annual budgetary allocation to the sector. With Ghana's agriculture largely dependent on the weather, climate change is also having a huge negative impact on the sector's productivity. Also, government's policy

on the modernisation of agriculture is based on industrial and conventional agricultural models. This has resulted in the promotion of chemical fertilizer, hybrid seeds, and climate smart agricultural technologies, which do not provide sustainable solutions to the challenges posed by climate change. These measures have not proven to be climate resilient and have therefore not built the resilience of smallholder women farmers against the increasing impact of climate change.

The environmental impacts of industrial agriculture have worsened the already fragile environment of the Savannah agro-ecological zone of Northern Ghana. Over the years. inadequate provision of public agriculture extension services (1:5,000 ratio -1 extension officer to 5,000 farmers) has not helped in the dissemination of appropriate agricultural technology and education to farmers. This has contributed to the low level of agricultural productivity in the country. The access of women farmers to and control over land and other productive resources is also limited by socio-cultural factors in a largely patriarchal society. However, women contribute about 70% to agricultural production, processing and marketing in Ghana.

AAG in the past has worked with smallholder farmer organisations and mobilised smallholder women farmers and their organisations into a formidable movement. These platforms provide

opportunities for right-holders to lead their own advocacy and contribute to local, national and international agendas, such as the Kilimanjaro Initiative. This has empowered smallholder women farmers to demand for gender responsive agricultural policies and interventions, and advocate for increased public investment in pro-poor agricultural models.

At the local governance level, we have advocated for the inclusion of gender responsive policies in the development frameworks of local assemblies to build the resilience of women, especially smallholder farmers and their communities against the impacts of climate change. These social movements will be assisted to strengthen their connection to regional and global advocacy actions towards the equitable redistribution of resources. The following actions will be the Focus Areas (FAs) for this MP.

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

AAG will promote sustainable food production systems and implement resilient agricultural practices that increase productivity and production. We will also contribute to actions to help maintain ecosystems and strengthen the capacity for adaptation to climate change. These will combat extreme weather patterns,

drought, floods and other disasters, especially for people living in poverty and vulnerable groups.

8.4 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 agroecology 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 participate in development planning processes, review meetings and other decision making processes to promote agro-ecology and CRSA.
- 5. Provide livelihood interventions for people living in poverty and exclusion.
- 6. Promote access to indigenous and scientific knowledge on CRSA on agroecology, 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.

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

Under this focus area, we seek to increase the agricultural productivity and incomes of smallholder farmers, especially women and indigenous people, through secured and equal access to land, inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment, in line with target 2.3 of the SDGs.

8.6 Strategic Actions

- 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 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.

8.7 FA3: Strengthen alliance building and advocacy for climate justice

We envisage more organised and educated rightholder groups and people's organisations, specifically Smallholder Women Farmers' Movement, Young Urban Women's Movement, and Activista, capable of establishing the linkages between human actions on climate, the environment and its impact on livelihoods. By this, they will lead decisive actions to demand appropriate mitigation actions towards securing ecological balance and climate justice.

8.8 Strategic Actions

- 1. AAG will work to raise awareness among women's movements and Activistas and support to build their capacity to understand the current and future risks of climate change and climate justice. We will facilitate their mobilisation and organisation towards a vibrant alliance to influence national climate change policies and the implementation of the National Adaptation Programmes of Action.
- 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. We will also monitor and ensure that climate change adaption and mitigation policies and programmes address the needs of people living in poverty, especially women.
- 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. We aim to stimulate their interest and consciousness, believing that without a life cycle approach, the success of securing climate justice would not be

achieved if children who are the next generation of leaders are not reached. We will link the work of our social movements to international campaigns at local level.

8.9 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.

9.0 MP2: Address the root causes of violence against women and girls, reduce Unpaid Care Work and promote decent work

9.1 Background and Context

Gender inequality and patriarchy remain visible and pervasive issues of concern in most developing countries, including Ghana. These inequalities and injustices are predominantly rooted in strong social, cultural and traditional norms that continuously violate the rights of women and girls and prevent them from enjoying their fundamental human rights. Violence Against Women and Girls (VAWGs) continues to occur in diverse forms in many communities. Women and girls are disproportionately burdened with the load of care at the household and community levels. This is because national and international policies and campaigns that seek to promote the interests of women and girls have not yielded the desired results due to the patriarchal nature of our society. As a result, women's access to power and productive resources has been limited by cultural and social norms which promote the authority of men over women.

In Ghana, the policy and legislative environment, particularly regarding violence against women

and girls, has been progressive, yet slow. The 1992 Constitution has adequate legal provisions that promote the protection of the human rights of the citizenry, including women and girls. In 1989, Ghana ratified the United Nations Convention on the Elimination of all forms of Discrimination Against Women (CEDAW). The passage of the Domestic Violence Act in 2007 (Act 732) and other national policy frameworks on gender equality and women empowerment, were decisive legislative interventions to protect women from acts of violence.

The Criminal Code (Amendment) Act, 1998 (Act 554) and Human Trafficking Act 2005, (Act 694) seek to protect women in Ghana from violence and acts that violate their freedom. After the passage of the Domestic Violence (DV) Act, 2007 (Act 732) and the National Policy and Plan of Action (NPPoA) in 2008, the Ministry of Gender, Children and Social Protection (MoGCSP) set up a Secretariat for the DV Management Board to monitor victim abuses and provide support and protection for victims.

Despite these strides, violence against women has persisted because of delays in enforcing important legislations and the general nonchalance towards issues of women empowerment and gender equality. For instance, the most crucial step of passing a Legislative Instrument (LI) to operationalise the 2007 DV Act (Act 732), was not successful until 2016. While the State had made it mandatory to allocate resources to the DV Fund, as stipulated in the DV Act, there is inadequate allocation to the Fund while state-owned shelters for abused women and girls are non-existent.

Another dimension to interventions that seek to protect women from violence is that national policies and programmes do not often consider structural barriers and risks facing women in relation to economic empowerment. To promote economic justice for women, there is the need to ensure a positive balance between income-earning activities and UCW. According to Eyben and Fontana (2011), regardless of the share of household income women may earn in engaging in paid economic activity, in most cases, if not all, the unpaid care given at the household level is provided by women.

Over-burdening women with the unpaid care role at the household level limits their access to decent work and ultimately their economic justice. The Gender and Development Network (2017), asserts that UCW is virtually linked to women economic empowerment, thus it impacts on women's time use, paid work, education and leisure, their economic potential, leadership and decision-making power. To support the campaign for the redistribution of UCW, AAG estimates that women spend eight (8) hours or more on child care, five (5) hours collecting water during dry season and about

three (3) hours collecting fire wood while men spend less time on these activities. Consequently, within the strategy period, we will focus on UCW both in our programme work and advocacy initiatives.

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

We will use our vast experience and ongoing work with our women movements, partners and allies, especially the Feminist Movement in Ghana, to challenge social and traditional norms that limit women's access to decent work. We will also work with broader alliances, activists and active constituents to push for reforms in structures and systems from the local community to the national level, connecting with broader international efforts that promote women's economic justice.

9.3 Strategic Actions

- 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.
- 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.
- We will continue to build critical media partnerships to advocate and campaign for decent work and gender responsive public services aimed at reducing UCW.

9.4 FA2: Eliminate Violence Against Women and Girls (VAWGs)

We will advocate for an improved agency of women and girls, working in solidarity with people's organisations and movements that identify with the common struggles of women and girls. This will enable them resist all forms of

harmful social and traditional norms and practices that perpetuate gender-based violence. We will implement gender-responsive interventions with the conviction that women and girls have the capacity to achieve their full human potential and live a life of dignity. We will target women groups such as widows, alleged witches, survivors of abduction and "early marriage" while solidarising with the broader movement of women in Ghana to take action and resist all forms of right violations and gender-based violence. Under this focus area, we will follow the actions below:

9.5 Strategic Actions

- 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.
- 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.

- This will enable them challenge hidden, visible and invisible powers at all levels that engender physical, economic, sexual, and psychological violence against women and girls.
- 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. These evidences will be used to engage local, national and global authorities to influence desired changes in policies and practices in favour of women.
- 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. These partnerships will influence policies and highlight gender discriminatory

- practices that violate the rights of women and girls.
- 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.
- We will facilitate and advocate for the creation and expansion of safe spaces for girls, women, young people and survivors of violence.

9.6 Expected Outcomes

- Rightholder groups, movements and allied organisations proactively advocating and engaging with state actors and local authorities to reduce UCW and ensure decent work.
- 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 and implementing policies and legislations for reduced violence against women and girls.

10.0 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

10.1 Background and Context

Education remains a fundamental human right that enhances people's access to basic rights and promotes the enjoyment of other rights. The provision of quality public education at all levels is therefore central to the achievement of the development goals of government. Over the years, Ghana has made significant commitments towards achieving the global goal on education (SDG 4). As the first country to sign the UN Convention on the Rights of the Child (CRC), Ghana has committed to many international and regional initiatives for child protection and is signatory to all global treaties

on the right of the child to education. This is also reflected in the reforms and policy strategies that the country has initiated in recent times towards attaining equitable quality basic education.

Under the implementation of the Education Sector Strategic Plan (ESP 2010-2020), the basic education sub sector is positioned to provide equitable access to good-quality, child-friendly universal basic education, by improving opportunities for all children in the first cycle of education at the kindergarten, primary and Junior High School (JHS) levels. The number of children accessing basic education in Ghana continues to rise for both primary and JHS.

For instance, statistics from the 2016 Education Sector Performance Report shows that between 2014/15 and 2015/16 academic years, both Gross Enrolment Ratio (GER) and Net Enrolment Ratio (NER) increased by 1% at the primary level. At the JHS level, however, GER increased by 3% while the NER increased by 1%. Gender parity, completion rates, and the number of trained teachers have also shown marginal improvements, even in deprived districts.

In spite of many policy interventions by state and non-state actors to improve basic public education, the gap in access, quality and resource distribution between private and

public education is very evident. Gender parity indices have seen marginal improvement over the years, but the superficial gains conceal some revealing truths. According to the Global Education Monitoring Report (2016), in low income families in Africa, including Ghana, for every 100 boys, only 83 girls complete primary education and only 73 complete lower secondary. Only 40 girls complete upper secondary school. While gender inequalities have denied many girls education, other key factors include poverty and location, which promote exclusion and discrimination. especially against girls. The inequalities in private and public education reflect the patriarchal nature of the Ghanaian society. To bridge the gap between quality and affordability in private and public education, we need to promote inclusive policies and strategies to ensure that public education is gender responsive and respects the rights of children in marginalised communities, including children with disabilities.

Factors that impede quality education and accountability in public education include teacher absenteeism, low teacher morale, poor school management and limited contact hours in school. In deprived and marginalised communities, other challenges are inadequate teachers, poor school infrastructure, inadequate and ineffective use of Teaching and Learning Materials (TLMs). Poor supervision and low community participation in school governance

have also been identified as factors that challenge quality education delivery.

As a major component of our development work, AAG has implemented many gendersensitive and child-focused interventions in our operational areas. Using the Promoting Rights in Schools (PRS) framework, AAG worked with partners, education campaigners and allies to involve parents, children, teachers and community actors in the delivery of quality education. The interventions have included human rights-based analysis of local public schools, development of school improvement plans and the compilation of district and national level citizen's reports that reflect community priorities for quality education.

10.2 FA1: Promote gender responsive public education

Working together with people living in poverty, we will promote quality and inclusive public education that respects the rights of children while advocating for gender responsiveness in policy formulation and implementation.

10.3 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.
- 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.
- AAG will provide support to people's organisations such as Young Urban Women's Movement and Activista to create awareness and advocate for sexual and reproductive health education and services in schools and among young people.
- 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.

10.4 FA2: Increase Public Education Financing

We will contribute to a more transformed public education financing system that promotes gender-responsive public education largely delivered through equitable allocation of national budgets to education and progressive revenue mobilisation policies.

10.5 Strategic Actions

- 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.
- 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.

5. We will collaborate with influential coalitions and policy think-tanks to promote campaigns on domestic revenue moblisation and Tax Justice.

10.6 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.



11.0 MP4: Improve citizen's participation, public accountability, effective mobilisation and fair redistribution of public resources towards gender-responsive public service

11.1 Background and Context

On citizen's participation and public accountability, Ghana has made significant progress in achieving good governance and democratic development compared to other countries in the sub-region. Though Ghana has enjoyed stable democratic governance, there are critical challenges that need to be addressed to sustain and accelerate the development pace. Some of these include low participation of citizens in governance, particularly low representation of women; youth and other marginalised groups in decision making process.

Others include low levels of civic awareness and citizen advocacy, apathy of the citizenry in social and public accountability. The National Commission for Civic Education (NCCE) and other public education institutions have been engaged in citizen education on national development programmes to promote citizen

interaction on public policies. However, civic awareness and public engagement in Ghana are generally low. As a result, many citizens are uninformed about their civic responsibilities, important democratic and social programmes that promote national unity and cohesion.

There is also low citizen awareness and engagement in electoral processes and accountability. People's awareness of their right to transparent and accountable government, particularly at the local level, is also very low.

In Ghana, young people constitute a significant proportion of the population. According to the 2010 PHC, the category of the population under 35 years is 75.3%.

However, young people are marginalised in critical decision making processes and have been the target of policies on poverty reduction, unemployment and social justice. Many young people are poor, socially excluded, unemployed and economically marginalised. The UN estimates that by 2030, 60% of the world's population would live in cities and as much as 60% of urban dwellers will be under 18 years. If public infrastructure in Ghana's big cities are not improved and supported by employment opportunities, the youth of Ghana will remain disadvantaged.

Young people continue to be the major source of the nation's human capital and are key agents for technological innovation, economic and political development of the country. Their imaginations, ideals and vision are essential for the development of the nation. In recent years, young people have been seen to express interest in activism as means of gaining political influence, which is a new paradigm of empowerment and social reengineering. The youth are both the leaders of tomorrow and today's drivers of change. There is, therefore, the need to harness this resource and fulfill young people's right to participate in their own development towards national progress.

Taxes remain the most stable and dependable source for the redistribution of resources, provision of basic quality public services such as education, health and infrastructure for social and economic development. Without adequate domestic funding, countries depend on external financing, donor aid and grants, which come with stringent conditions. These conditions have often interfered with domestic economic policies, employment generation and the provision of basic social services. Where countries have found it difficult to repay loans due to high interest rates, they have been compelled to renegotiate the terms or borrow more to offset old debts, creating a culture of dependency and control by other countries.

To reverse the trend, many developing countries in sub-Saharan Africa have embarked on aggressive domestic resource mobilisation through progressive taxation, accountability in public resource distribution and prudent economic management. To increase domestic resources, many countries have moved to tighten laws on taxation and block loopholes that prevent citizens and corporate institutions from paying the desired taxes to promote national development.

AAG will continue its campaign against harmful tax incentives by working with peers to advocate for reforms for the purpose of increasing domestic revenue to finance quality public education. For example, Tax Justice Network Africa reported that Ghana loses US\$2.27 billion annually to needless tax incentives.

As part of our Tax Power Campaign, we will work with government and other stakeholders to promote transparent and progressive tax regimes which will end the granting of harmful tax incentives.

11.2 FA1: Promote civic awareness, engagement and public accountability

We will resource and effectively organise people's organisations and movements to improve democratic decision making, civic awareness and citizen engagement to hold the state accountable and responsive at all levels.

- 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.
- 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.
- 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.
- 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 Activista, to lead citizen's advocacy for increased transparency, participation and accountability in electoral processes and monitoring through human rights lenses.

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

We will organise and mobilise a critical mass across broad right-holder groups to demand for effective and progressive tax systems that remove or restructure unfair tax treaties and incentives. We will also advocate and campaign for progressive tax regimes, gender-

responsiveness of tax allocation policies and regulations to promote fairer and more transparent trade policies.

11.4 Strategic Actions

- 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.
- 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.
- 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 subregional levels to develop tax campaign

- capacities to analyse, mobilise and advance alternatives to harmful tax systems.
- 5. We will give priority to women's movements, and Activista, 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.

11.5 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.
- Social movements, including youth, women and other marginalised groups, actively participating in decision making processes and holding duty bearers accountable.





12.0 LINKING LOCAL TO INTERNATIONAL CAMPAIGNS

AAG will ensure that our national level campaigns contribute effectively to the Global Single Signature Campaign of the Federation. We shall also take on delegated responsibilities within the CSP period in fulfilment of our new ways of working. In all national campaigns, the chosen global themes will be contextualised to reflect our national campaign priorities in a manner that contributes to the goals of the global campaign.

AAG will generate evidence which will inform national and international advocacy campaigns. This will be achieved by setting a campaign agenda around important national development issues and promoting them as significant problems which require action and decisive response from policy makers.

To achieve the campaign and advocacy goals of CSP VI, we will follow effective, influential and sustained engagement processes to improve the impact of our interventions as models for advocacy. We will influence and advance viable alternatives that address the strategic needs of people living in poverty and promote their rights. We will also participate in national conversations and ensure that the voices of people living in

poverty, particularly women, are considered in policy formulation and implementation.

Our advocacy and campaign work will be interconnected and mutually reinforcing-from the community to the district, regional, national and international levels. At the national level, AAG will promote two (2) campaigns which will be determined by advocacy trends and topical development issues reflected in our MPs. We will seize key moments such as the International Women's Day, 16 Days of Activism, International Rural Women's Day, Youth Day, and Children's Day to intensify our advocacy work and highlight crucial challenges facing people living in poverty and the excluded. We will also participate in international and national policy fora and platforms to forge broader alliances.

12.1 Focus of national campaigns

Our campaigns will focus on linking our Tax Justice work to public education financing while highlighting GRPS, violence against women, decent work, and UCW. We will analyse current and old trends and shape the focus of national policy campaigns. As a priority, we will mainstream two (2) key issues of women's rights into all our campaigns from the community to the global level.

12.2 UCW, decent work and violence against women and girls

Campaign and policy interventions on violence against women and girls are integral to efforts and interventions required to challenge gender injustices, both within the workplace and in the household. Sexual abuse, harassment and violence within the workplace have been increasing despite laws and policies on gender-based violence. The global economy needs women's productive and reproductive efforts to thrive. Women's autonomy, dignity and choice should be supported and promoted by effective legislations and policies.

Violence against women is, therefore, not simply a problem of social norms, but part of a particular economic model which requires serious policy action. Any campaign that links labour, decent work and access to public services should, therefore, look specifically at the policy interconnectedness between services, laws, and resource distribution to address violence.

12.3 Tax and gender responsive public education

AAG will strengthen and elevate its work in promoting rights in schools by advancing advocacy initiatives through more radical feminist lenses and a gender-sensitive human rights framework. Gender responsive public education will be the human face of our Tax Justice work.

12.4 Who we will campaign with

We will explore internal and external opportunities and work with other countries across the sub-region and other influential members in the federation on common themes and global campaigns. We will work with coalitions, networks, people's organisations and social movements to challenge unequal power relations as well as influence institutions and corporate bodies whose activities have direct impact on the lives of people living in poverty. Such groups and coalitions include the Women's Manifesto Coalition, Tax Justice Coalition, Land Coalition, Network for Women's Rights in Ghana (NETRIGHT), feminists and women's rights organisations. We will also forge strategic alliances with relevant government institutions to support our policy and advocacy work.

To intensify our advocacy and campaigns at the regional and sub-regional levels, we will forge stronger partnerships with institutions such as the African Union (AU), Economic Community of West African States (ECOWAS) and the Economic, Social and Cultural Council (ECOSOCC).

12.5 Our role in the Federation and other external engagements

AAG will support the Global Secretariat (GS) through its representation on the International Platforms and Working Groups on youth engagement, GRPS, women rights, resilience and livelihoods. We will also promote the Federation's efforts where necessary with our expertise and varied experiences. Specifically, we will support the work of our peers through staff secondment and provide training and coaching on technical areas. We will continue to provide technical support and feedback through the existing peer-to-peer review mechanism, especially in the planning and development of the CSPs of our peers in the Federation.

We will also continue to host and induct Board members of other member countries and share our experiences and lessons with volunteers from the global North. In line with the redesign of the GS, we will prioritise and invest in these peer to peer support structures, especially among countries in the South. To fulfil our fundraising obligations, we will build new strategic relationships and strengthen our partnerships with other countries, especially Funding Affiliates and explore multi-country fundraising opportunities.





13. O 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. To achieve our vision, we will motivate our human resource and invest in digital innovations to enable us promote effective programmes and campaigns in our guest for social justice, gender equality and poverty eradiation. We will integrate robust and user-friendly technologies into our ways of work to create a convenient working environment for staff, partners, and collaborators. We will also promote effective financial management practices and strict accountability at all levels while building critical partnerships to ensure financial sustainability. In addition to sound management and organisational practices, the following strategic enablers will be followed.

13.1 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

13.2. Background and Context

Monitoring and Evaluation (M&E) is an essential component of programme and project management. It is a fundamental accountability mechanism to supporters, donors, governance structures, institutional collaborators and communities. The greatest beneficiaries of any M&E evaluation are communities of people with whom an organisation works. By closely examining its work, an organisation can design programmes and activities that are effective, efficient, and yield powerful results for the community.

M&E data evidences the results of particular interventions and provides feedback for learning. Typically, the M&E infrastructure is constituted by the M&E framework which identifies what to monitor, when and how. The M&E system also describes how the framework is to be operationalised, including a monitoring plan.

Our M&E work, which is specified as part of the strategic shifts in 'Action for Global Justice,' will seek "to build a culture of learning and quality M&E that generates knowledge, evidence-

based alternatives and communicates impact". Additionally, our M&E will test the efficacy of our ToC and provide critical feedback by identifying which strategies are working, those that need adjustment and recommend systems and strategies that should be discontinued.

As AAG adopts more creative and innovative technologies to make our work more effective and productive, we will invest in our M&E system by deploying advanced technological tools and digital communication resources. We will use innovative digital tools in combination with data based systems to make our M&E more proactive and cost-effective.

We will use our robust M&E system to generate real-time data to inform programming and governance decisions. The M&E outlook of CSP VI will strive for greater synchronisation in order to contribute to the internationalisation agenda in programming and impact. Other M&E programmes and initiatives that will guide our work in the period include Participatory Review and Reflection Process (PRRP); community accountability actions, participatory community-led monitoring and evaluation; and the development and roll-out of an online M&F Management Information System (MIS) for effective programme planning and reporting. We will strengthen, streamline and consolidate our gains in the previous years as well as design and explore new and innovative approaches.

13.3 FA1: Improve programme planning and design

To strengthen programme design, the following interventions will be pursued:

- 1. Develop programme frameworks with embedded ToC for each of the CSP VI MPs to provide programme planning and implementation direction.
- 2. Develop programme/project integration and transition guidelines to ensure harmony and sustainability of interventions.
- Develop monitoring, evaluation, accountability and learning plan, capturing Key Performance Indicators (KPIs), baselines and targets for all the MPs and focus areas, to facilitate tracking and impact measurement.
- 4. Standardise and streamline the PRRP with specific tools, procedures and participatory methods to ensure effectiveness.
- 5. Develop a clear strategy to inform how we work with social movements and the organisations of people living in poverty.

13. 4 FA2: Enhance monitoring of programme implementation and document change

To track our progress, monitor our performance and measure our impacts, we will:

- Strengthen and streamline the M&E MIS system for effective reporting, capturing impact/change stories and preserving both qualitative and quantitative information for evidence-based learning.
- 2. Develop standardised guidelines to guide the writing of change stories and description of the approaches used for programme implementation.
- 3. Promote outcome harvesting to track the contribution of AAG to emerging social changes.
- 4. Conduct evaluations on specific programme and project interventions on need basis to inform programme decisions and sharing of best practices.
- 5. Conduct mid-term and end-line external evaluation of CSP VI.
- 6. Organise programme review meetings from time to time between programme staff and partners to discuss progress and lessons.

 We will document best practices and demonstrate our commitment to learning by sharing successful case studies and stories of impact with our peers and other members of the federation.

13. 5 FA3: Increase communication of our impact and change

- Adopt innovative and creative methods to compile and share our annual reports, broadcasting and hyping selected impacts. This will include the use of social media, press releases, video documentaries, citizen reports, and impact statements to communicate and share our impacts to a wider audience.
- Organise dialogue meetings, issue communiques, develop policy briefs, publish relevant research reports and disseminate to various actors and policy makers for action.

13.6 FA4: Enhance capacity building and shared learning

M&E is the responsibility of all staff and we recognise the need for capacity building to enhance effective participation of all staff.

- Support the effective participation and involvement of AAG in discussions on international platforms and meetings by individuals who represent AAG on those platforms to promote learning across the federation.
- 2. Strengthen shared learning and build the capacity of staff in programme-related areas and on international platforms.
- 3. Organise capacity building and refresher trainings for all staff on the effective use of the MIS system, data collection, data analysis, writing and documenting change stories.
- 4. Encourage peer to peer learning across the country programme and share vital information while using best practices and innovations to enrich our work.
- Promote routine discussion on programme quality and impact measurement through email, programme meetings and staff gatherings.
- 6. Participate in international learning reviews to share successes and changes to our Theory of Change.

13.7 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.

14.0 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.

14.1 Background and Context

The donor environment has changed significantly over the last quarter of the century due to increasing competition from fragile states for donor funds and internal adjustments in the disbursements of development aid from donor countries. Ghana and many developing countries in the sub-region have felt the effects of dwindling donor aid. After the attainment of lower middle-income status and the discovery of oil in commercial quantities, Ghana is no longer a priority for many donors. The aftereffects of the global economic downturn still hang over big and small economies, with many traditional donor countries also cutting back on aid.

As a result, there is huge competition, not just between NGOs, but increasingly from the private sector, who are operating and marketing themselves like non-profits. There is, therefore, increased competition for positioning and donor funds. By their nature, the private sector is known to adapt faster and respond quickly to high donor expectations and technological

advancements. They are, therefore, better placed to take advantage of commercial tender-based approaches and consortia-based partnerships, which is the new direction of many donor institutions. AAG must prioritise innovations in fundraising to take advantage of these opportunities.

The income mix and funding trend of AAG has changed significantly over the last five (5) years. In 2012, sponsorship income was 76% and 22% for partnership income, while sponsorship funds in 2017 was 36% and 64% for income from partnerships. These are positive indications for more innovative fundraising to promote our development programmes during the period of CSPVI.

To promote financial sustainability, AAG will build broad-based support in Ghana and beyond through strategic investments in communication to competitively position our brand in the donor environment. To achieve this, a new communication strategy will be developed to give purposeful direction to our media and public engagements, national dialogues and policy initiatives. Communications in campaigns will be made more effective by adopting new and cost-effective media platforms, including social media, to galvanise support for our social justice work.

Our income from Child Sponsorship (CS) remains a significant portion of our total income.

However, the projections indicate a further decline in income from child sponsorship over the next five (5) years. We will continue to discharge quality service to child sponsors with speed and accuracy, to sustain the progress we have made. We will also embark on a comprehensive modernisation of our CS programme which will digitalise the collection and distribution of our messages to supporters and promote the creation of CS centres of excellence in member countries.

We will diversify our partnership income sources and strengthen our fundraising by forming consortia and other partnerships with organisations whose mission and values align with AA. We will also enter into strategic partnerships with both local and international private sector organisations to access funds to expand our programmes. We will pursue full cost recovery during proposal development and negotiations, and be adaptive to access mission-aligned funding opportunities that require matching funds. At the local level, we will vigorously pursue corporate and major individual fundraising, using the Corporate Engagement Framework of the Federation.

We will enter into partnerships with banking and telecommunication institutions to set-up an online platform to raise unrestricted individual giving within Ghana.

Our fundraising interventions will be built on agility, innovation and inclusiveness. We will make quick decisions on funding opportunities, generate and test new programme interventions towards achieving our MPs. We will also continue to promote inclusiveness of members of the Board, General Assembly and all staff on fundraising initiatives and strengthen our individual and collective capacities.

We will implement the Contract Management System (CMS) to enable us effectively manage donor funds and deepen donor relations. We will also spread our network within the Federation and establish new partnerships for support and joint institutional fundraising efforts.

14.2 Strategic Actions

- 1. We will develop a new fundraising strategy to guide our fundraising efforts to attain the income targets within the CSP VI period.
- 2. Partner with media and marketing organisations to build our profile to achieve a much stronger and competitive brand positioning.
- 3. Review the existing communication strategy to give purposeful direction to our media and public engagements, national dialogues and policy initiatives.

- 4. Invest in digital communication and fundraising platforms to expand our profile and income.
- 5. Ensure quality service to child sponsors with speed and accuracy.
- Roll out CS modernisation project to digitalise the collection and distribution of communications to supporters, and embrace the creation of CS centers of excellence.
- 7. Form consortia with like-minded organisations and enter into strategic partnerships with local and international private sector organisations.
- 8. Invest and pursue corporate and major individual fundraising initiatives.
- 9. Promote inclusiveness and strengthen capacities of staff (including Board and General Assembly members) in fundraising.
- Revise the existing fundraising strategy to guide the attainment of our income targets.

14.3 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.
- Fundraising targets achieved within the period of the CSP and more income streams identified and utilised to improve our sustainability.

14. 4 SE3: Strengthen our financial system and technological infrastructure to enhance effective planning, reporting and accountability across the organisation

To increase transparency and accountability, AAG will promote effective financial management through adequate planning and monitoring of our financial resources to ensure vital growth and financial integrity towards the

achievement of financial targets. AAG will take advantage of financial systems and technology infrastructure within the federation to build robust financial and contract management systems. This will improve the timeliness, accuracy and integrity of our financial information. We will deploy innovative accounting software and invest in Cloud Computing to give our finance staff the flexibility to discharge their duties effectively from different locations. This will strengthen our collaboration with other members of the federation and increase shared learning. To achieve the financial indicators in the strategy, we will improve our financial management systems, strengthen internal control procedures and organise special trainings for finance and non-finance staff. This will build their capacities to effectively use new financial management systems.

The Internal Audit unit will be strengthened to provide early warning signals on internal control weaknesses and emerging risks to ensure that the organisation's risk management, governance and internal control processes are effective. To achieve this, the risk register and the accompanying mitigating measures will be regularly reviewed to reduce potential adverse impacts. In addition, the Local Financial Policies and Procedures Manual (LFPPM) will be revised to conform to local policies and best practices in international financial reporting standards.

AAG will adopt efficient contract management systems to effectively integrate projects with programmes and improve our financial management, transparency, accountability, planning and reporting processes. This will enable us adhere to donor requirements and build stronger relationships with donors. We will also invest in a new contract management system that will streamline all internal operations and management of restricted donor contracts to improve our donor reporting and accountability.

AAG will adopt a three (3) year planning cycle and revise our resource allocation framework to conform to the GS framework, improve efficiency and reduce the time spent on manual planning processes. We will support the financial accountability processes of our partners, movements, collaborators and other civil society groups by strengthening and streamlining their internal financial processes. We will also undertake quarterly expenditure verifications and also demand value for money from our partners and collaborators.

14.5 Strategic Actions

1. Build robust financial, planning and reporting systems through the development of effective technology infrastructure to promote accountability and transparency across the organisation.

- 2. Revise resource allocation framework and develop new contract management system for effective management of donor funded projects.
- 3. Organise quality financial trainings for finance, non-finance staff and partners to enhance their capacities for effective performance.
- 4. Develop simplified reporting and planning templates for AAG and partners to reduce turnaround time.
- 5. Upgrade SUN accounting software from version 4.4 to 6.3 to strengthen our financial systems and enhance data capturing and reporting through Cloud Computing.
- 6. Strengthen accountability and transparency through periodic financial expenditure verification, internal and external audit.

14.6 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.



15.0 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

15.1 Background and context

The International Non-Governmental Organisation (INGO) sector in Ghana has expanded in recent times, opening up competition among different organisations for prominence, visibility and policy impact. There is competition not only for limited funding opportunities, but also for quality human resources to deliver organisational goals and programmes. The competition presents an opportunity for AAG to motivate staff and attract quality human resource from the NGO and CSO community. To attract the best human resource and stay competitive in the sector, AAG will project a positive public image as a charity of choice in the INGO sector and implement effective human-rights based interventions with quality workforce.

Within the strategy period, AAG will improve the current progressive salary structure and performance-based reward system to ensure fairness in remuneration, thus contributing to interventions aimed at motivating staff to improve performance.

We will also maintain our life—assurance policy to mitigate eventualities and other risks while guaranteeing staff safety and security. We will also undertake assets rationalisation to ensure the replacement of obsolete assets and resources to facilitate the delivery of functions and responsibilities. In addition, AAG's youth internship programme, which has attracted young talents from many professional and academic backgrounds, will be sustained and improved. This will give valuable experience to young development practitioners and help build their careers for future leadership roles.

To attract quality human resource for improved and quality programme delivery, the undermentioned focus areas will be pursued.

15.2 FA1: Increase staff motivation

- 1. Strengthened and continuous use of the Performance Management System (PMS) and performance-based reward system introduced during CSP V. Refresher training for all supervisors and regular training for new supervisors and staff will be organised to support them to overcome challenges in the system and increase their commitment for optimum performance.
- 2. Critical revision of motivation packages and incentives for staff, investing in staff and facilitating internal mobility and promotion

- within the organisation to retain staff. We will also embark on effective talent management and develop a sustainable succession plan.
- 3. The Feminist Leadership Approach shall be the core leadership style in CSP VI and will be a key competency required of any leader. All staff, key collaborators and leaders in AAG, including General Assembly and Board members, will be trained on feminism and feminist leadership. We see this as the most effective means of contributing to development in ways that align to our vision and values.
- 4. AAG's Women's Forum will be resourced to provide support and advance its women's development agenda. To realise this objective, the Women's Forum Development Strategy will be implemented.
- 5. We will strengthen the involvement of Staff Council in organisational activities and engagement with management. We will also facilitate and promote staff participation in organisational activities and issues that affect their welfare.

15.3 FA 2: Improve people policies and ways of working

- A dynamic organisation such as AAG depends on the quality, reputation and productivity of its human resources to achieve desired goals. We will ensure that all aspects of the employee life-cycle are in place and effectively implemented to motivate and retain staff.
- We will strengthen our mechanisms and procedures for regular review and staff resensitisation of our people-related policies and systems, including sexual harassment, child protection and related infractions which affect staff, partners and rightholders.
- We will find innovative ways to create an environment that builds the confidence of staff and enables them to report adverse behaviour.
- 4. We will continue to work with young people to develop their skills, competencies and experiences to enable them secure employment and become change agents in their communities through the use of national service persons and interns.
- 5. We will put in place mechanisms that support, encourage and enable staff to

- successfully participate as dual citizens of the wider Federation.
- 6. We will actively engage in critical analysis of MoUs and project proposals, taking into consideration non-negotiable issues (e.g. child protection; anti-sexual harassment; feminist leadership and partisan political activities of staff and right holder groups).

15.4 FA 3: Enhance change and capacity development

- A culture of collaboration, excellence and openness to change is required to create an enabling environment that will allow AAG to adapt and successfully implement the CSP.
- We will promote a lean and flat organisational structure with highly competent teams who possess the requisite competencies, skills and behaviours that are consistent with our values to enable us deliver on our development mandate.
- We will revise our competency framework to reflect the demands of CSP VI, to enhance staff competencies such as agility, collaboration, learning and innovation, while developing and cultivating their use of technology to deliver optimal performance.

- 4. We will develop a comprehensive development and learning plan for staff, key partner staff, and other strategic collaborators. It will be carefully monitored to promote the learning of best practices and enhance effective delivery of our work.
- 5. We will assess our movements and people's organisations, using a minimum assessment framework to standardise our engagement with these movements and other bodies.

15.5 Expected Outcomes

- 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 CSP VI.

16.0 SE 5: Improve the governance system, promote mutual accountability and enhance achievement of organisational goals.

ActionAid has a two-tier governance system which comprises the General Assembly and Board of Trustees. The system promotes mutual accountability and encourages the participation of staff, Board and other collaborators in the governance and development process. In the governance structure, the Board of Trustees is accountable to the General Assembly, which is the highest decision making body of AAG. The Country Leadership and Management are responsible to the Board through the Country Director.

Members of the General Assembly are appointed in their individual capacity and not as representatives of organisations, associations or affiliates of professional bodies. The only member appointed in an organisational capacity is the representative of ActionAid International.

The principal role of the Board is to forge a strategic direction for AAG in line with the vision, mission and values, and promote the development and implementation of policies and procedures for the growth of the organisation. Over the years, the General

Assembly, Board and Management have worked together to provide successful leadership for the organisation. In 2015, the Board and Management developed a legacy framework to promote financial sustainability, brand visibility, and advance the concept of a representative General Assembly. This framework proved relevant throughout the CSP V period and will be continued in CSPVI.

16.1 Strategic Actions

- 1. Review and update our governance manual to reflect current organisational direction.
- 2. Build the capacity of the Board on fundraising, transformative feminist leadership, good corporate governance, brand management and our work with movements.
- 3. Conduct innovative induction and orientation for Board members.
- Strengthen the selection process to ensure that competent people with relevant expertise in corporate governance are appointed.
- 5. Improve the involvement of the Board in programmes through the monitoring and development of a framework to make field visits more beneficial to the Board and programme staff.
- 6. Exchange exposure visits and peer-to-peer learning with the Boards of other countries.
- Develop an effective succession plan for Board members.
- 8. Put in place structures to encourage Board

61

- members to contest for international General Assembly positions.
- 9. Improve the internal and external performance review of Board members while putting in place systems for governance reviews.
- 10. Institute joint retreats for Board and staff to promote good relationship between them.

16.2 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.



17.0 INCOME, EXPENDITURE AND RESERVE PROJECTIONS FOR CSP VI

AAG's income projections for CSP VI are based on two (2) main income sources: Regular Giving (RG) and Partnership Income (PI). The third source of income-Local Community Sponsorship Scheme (LOCOMS)-which formed part of our income projections in CSP V, will not be aggressively pursued in CSP VI. This is because we did not secure the required initial investment to launch the scheme. This notwithstanding, we will encourage staff, Board members and other individuals to continue with their donations to the local fundraising initiative in order to sustain their interest in fundraising. Our fundraising strategy in CSP VI will seek to raise more PI and design strategies to stop the continuous decline in RG.

AAG will continue to receive RG income (child sponsorship) from three (3) Funding Affiliates (UK, Italy, and Greece). RG income will include child sponsorship, Next Step, Big Step, Amico Paese, general funds and gift funds. From 2019, Brazil, the fourth Funding Affiliate, will withdraw its child sponsorship to Ghana. The

withdrawal, together with the derestriction of Next Step income, will significantly reduce RG projection in the period, which is predicted to contribute 23% of total income in the CSP VI period.

Partnership Income will be sourced from Institutional Donors such as DFID, DANIDA, and USAID, multilateral donors including EU and UN agencies. Others include the Global Fund and multi-donor trust funds. In addition, other PI such as High-Value donors, major foundation, trust and foundations, will form a significant part of PI. Other income will be raised from staff and Board members' contributions as well as training fees from the Global Platform.

17.1 Income

During the period, AAG is expected to raise a total income of £20,976 which will comprise RG income (£4,713), PI (£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. The distribution of the income projections per annum and from the major sources are summarised in Table 1 below:

RG income will decline consistently over the period, due mainly to the derestriction of Next Step income and the withdrawal of Brazil, as indicated above. This may adversely affect our flexibility to allocate funds for important national level activities. However, we will continue to strengthen CS by adopting cost-effective and innovative ways of communicating with sponsors to sustain their interest in CS and reduce attrition.

Partnership Income is expected to rise consistently over the CSP VI period. From the income trend analysis, PI averagely will constitute 78% of total income. This indicates that AAG has moved gradually from over-reliance on RG, which characterised fundraising under previous CSPs. AAG has, therefore, instituted structures and contract management

17.2 Table 1: Income distribution by source

Year	2017	2018	2019	2020	2021	2022	Total	Average
Source	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
Regular Giving	1,480	1,368	1,033	901	812	599	4,713	943
Partnership	2,554	2,765	3,036	3,257	3,444	3,608	16,110	3,222
Other income	20	25	28	30	33	37	153	31
TOTAL	4,054	4,158	4,097	4,188	4,289	4,244	20,976	4,196

systems to facilitate efficient management of donor funded projects.

Other income is expected to increase averagely by 10% over the CSPVI period.

Chart 1: Income trends



17.3 Expenditure

Expenditure for the period will be analysed from two (2) different perspectives—natural cost and statutory cost analysis. For natural cost analysis, expenditure is classified under Programmes (Grants and Community Inputs), Personnel, Office and Service, Travel and Transport, and Capital. Statutory cost classification is based on the GS's Key Performance Indicators (KPI) captured in the strategy.

Table 2: Distribution of expenditure per natural cost

Natural (Expenditure	Cost	2017	2018	2019	2020	2021	2022	Total	Average	CSPVI
Description	(:	£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	%
Programmes and Grants	d .	2,583	2,683	2,341	2,406	2,422	2,456	12,308	2,462	60%
Personnel		842	945	1,040	1,092	1,163	1,201	5,441	1,088	27%
Office and Service	9	156	214	226	235	240	265	1,180	236	6%
Travel and Transp	ort	315	276	252	260	265	270	1,323	265	6%
Capital		77	15	80	55	85	15	250	50	1%
Total		3,973	4,133	3,939	4,048	4,175	4,207	20,502	4,101	100%

From Table 2 above, total expenditure will decrease from £4,133k (2018) to £3,939k (2019), but rise steadily from £4,048k to £4,207k between 2020 and 2022. 60% of expenditure for the period will go into programme activities while the remaining 40% will be spent on personnel, office, service, transport, travels and capital.

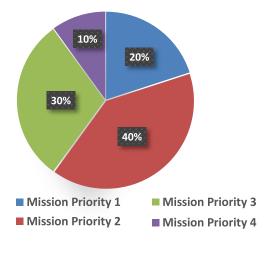
Table 3: Distribution of expenditure per statutory cost

				_	_		•			
Statutory Expenditure	Cost	2017	2018	2019	2020	2021	2022	Total	Average	AAI KPI
Description			(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	%
Programmes		2,583	2,893	2,757	2,834	2,923	2,945	14,352	2,870	70%
Support		842	620	591	607	626	631	3,075	615	15%
Fundraising		156	413	394	405	418	421	2,051	410	10%
Governance		315	207	197	202	209	210	1,025	205	5%
Total		3,896	4,133	3,939	4,048	4,176	4,207	20,503	4,100	100%

Per the current KPI, a minimum of 65% of total expenditure should be spent on programmes expenditure. From the statutory cost analysis above, a minimum of 70% of expenditure will be spent on programmes in the period. Support cost is projected at 15% of total expenditure, which is the ceiling of the support cost ratio.

However, AAG is hopeful that the support cost ratio will decrease in the course of the CSP VI period as we secure new PI and effectively integrate programmes and projects. As the GS is currently reviewing the Resources Allocation Framework (RAF), the outcome of the review may change the resource allocations ratios.

Chart 2 Expenditure by Mission Priorities



AAG will contribute to three (3) priorities in 'Action for Global Justice'. Out of the total programme expenditure of £14,352k, 45%, would be allocated to Priority One (1). A significant portion of the resources is channelled through this priority to enable us continue with the work done in this area under CSP V, which will include combating child marriage, addressing violence against women and girls and building women's economic empowerment. The remaining expenditure will be used for Priority Two (2) (30%) and Priority Three (3) (25%).

Reserves

Table 4: Reserve levels for the CSP VI period

Year	2017	2018	2019	2020	2021	2022
Opening reserve(£'000)	643	724	749	906	1,046	1,160
Closing reserve(£'000)	724	749	906	1,046	1,160	1,197
Reserve cover(months)	2.1	2.3	2.7	3	3.3	3.4

Between 2015 and 2017, AAG built reserves to meet the minimum requirement of two (2) months after the drawdown in 2015 to promote our work. With the current reserves level, AAG is financially stable to invest more in programmes and other development interventions. Reserve cover is projected to rise marginally from 2.1 months in 2015 to 3.4 months by 2022. Over the period, a surplus of £474k will be accumulated and added to the reserves.

Appendix A RISK REGISTER FOR CSP VI

Mission Priorty	Risk	Risk ID#	Risk Category	Probability (P)	Impact (I)	Total Risk	Risk Owner	Current Mitigation Measures (Actual controls in place)	Future Mitigation Measures/Actions	Residual Risk
1		.5"		(H/M/L)	(H/M/L)	PxI		plassy	model og / todollo	(H/M/L)
MP 1. Strengthen resilient livelihoods and contribute to secure climate justice	Traditional authorities and custodians of land limiting women's secured access to and control over land and other productive resources.	1	Operational	М	Н	Н	HoPP	Build capacity of leaders of Smallholder Women Farmers' Movement on social mobilisation and leadership to engage traditional authorities to promote women's secured access to land and other productive resources. Lobby Regional House of Chiefs and Metropolitan, Municipal and District Assemblies (MMDAs) to pass customary laws to regulate smallholder women farmers and assisted to secure access to land and other productive resources. Build the capacity of traditional authorities to understand the rights of smallholder women groups and support their initiatives.	1.Use Kilimanjaro Charter of Demands to press for land usage policy in Ghana. 2.Collaborate with coalitions and networks on land to advocate for passage of laws and policies.	М
	Power of corporate bodies influencing national governments to promote agricultural policies that are contrary to Agroecology and Climate Resilient Sustainable Agriculture (CRSA).	2	Operational	Н	М	Н	HoPP	1.Gather and document evidence to influence policy for CRSA/Agroecology as an alternative for building resilient livelihoods. 2. Organize policy seminars for national government and corporate bodies on CRSA & Agroecology. 3. Advocate for Social Mobilization on policies that are contrary to Agroecology and Climate Resilient Sustainable Agriculture (CRSA).	Mobilise citizens to challenge corporate power	М
	Increasing climate- related disasters such as droughts, floods etc.	3	Operational	М	Н	Н	HoPP	Liaise with Ghana Meteorological Agency for timely weather forecast information for smallhoder women farmers. Engage other relevant weather forecast organisations to provide timely, accurate and reliable weather updates to inform smallholder farmers for effective decision making. Advocate for inter-governmental collaboration and information sharing to mitigate the threat of floods and other disasters.		M

	Traditional conflicts (e. chieftancy, pastural vrs farmers) limiting wome secured access to and control over land and o productive resources	n's	Operational	M	M	M	НоРР	Collobarate with expert organisations e.g Ghana Peace Council, West Africa Network for Peacebuilding (WANEP) etc. to dialogue with traditional authorities for peaceful co-existence. Collaborate with Regional Houses of Chiefs and the media to dialogue with traditional authorities for peaceful co-existence. Negotiate and engage traditional authorities to reserve land for livestock pastural purposes (Ranching).	L
MP 2. Address the root causes of violence against women and girls, reduce Unpaid Care Work and promote decent work.	Harmful and outmoded socio-cultural beliefs and practices contribute to increasing violence against women and girls (e.g. patriarchy, Female Genital Mitulation etc.).	5	Strategic	M	М	M	НоРР	Continuous building of capacity of communities e.g COMBATs and Traditional Authourities to challenge gender norms and patriarchy. Advocate for the implementation of the Domestic Violence Act. Strengthen state institutions and actors e.g DOVVSU, Social Welfare, CHRAJ etc. to ensure the enforcement of relevants laws. Sustain the campaign on End Child Marriage in our programme areas in particular and in Ghana as a whole.	L
	Poorly resourced state institutions and actors to address issues of women and girls rights.	6	Operational/F inancial	Н	Н	Н	HoPP	Advocate for national government to adequately resource state institutions e.g DOVVSU, Social Welfare, CHRAJ etc to address issues of women and girls rights. Offer support or link state institutions to access funding and other support opportunities from corporate, civil society and donor organisations	M

	Unwillingness of victims to report cases due to family, societal pressures and financial constraints	7	Operational	М	Н	Н	HoPP	Build capacity and confidence of victims on reporting mechanisms. Advocate for free medical expenses to victims of violence and abuse, including medical examination/report expenses	М
MP 3. Promote rights of all citizens to equitable access to good-quality, child-friendly	Inadequate public funding and national government commitment to education.	8	Operational	Н	M	Н	CD	Intensify advocacy for tax justice as an option for raising more revenue for provision of public education. Continuously lobby and advocate government to prioritise financing of public education.	М
public education that builds their confidence and self- esteem to demand transparency	Other competing Civil Society Organisation (CSOs) and institutions contradicting HRBA strategy by engaging in service delivery programming.	9	Operational	М	М	М	HoPP	Intensify our sensitisation of communities on our HRBA. Dialogue and collobarate with other INGOs to diversify interventions.	L
and accountability from duty bearers	Inability of duty bearers' to respond to demands made by rightholders for the fulfilment of their rights.	10	Operational	M	M	М	HoPP	Continuous advocacy for government to be more responsive to the needs of rightholders. Advocate for corporate and other Civil Society Organisations to support government initiatives (e.g Corporate Social Responsibility)	L
MP 4. Improve Citizen's participation, public accountability, effective	Inadequate funding and national government commitment to education.	11	Financial/ Operational	Н	M	Н	HoPP	Lobby national government to reduce tax holidays and exemptions on multi-national and corporate bodies.	М
mobilisation and fair redistribution of public resources towards gender responsive public services	Lack of / inadequate access to data on tax campaign	12	Financial/ Operational	М	Н	Н	НоРР	1. Advocate for the passage of the Right to Information Bill (RTI) into law. 2. Increase citizens participation in tax campaigns leading to effective resource mobilisation and redistribution 3. Improve inter-agency collaboration and coordination in effective revenue generation 4. Project ActionAid Ghana as a critical voice in tax education, awareness and public revenue mobilisation and redistribution.	М

E01. Build a robust monitoring, evaluation, accountability and learning system that harnesses and communicates the impact of our work as well as generates credible evidence for advancing rights-based alternatives to achieve social justice.	Ineffective tracking of programme and project implementation results and lessons	13	Operational	H	M	Н	НоРР	Develop Monitoring, Evaluation, Accountability and Learning Plan, capturing Key Performance Indicators (KPIs), baselines and targets for all the Mission Priorities and Focus Areas to facilitate tracking and impact / change measurement. Standardise and streamline the Participatory Review and Reflection Process (PRRP) with specific tools, procedures and participatory methods to ensure effectiveness. S.Ensure that the MIS is part of performance targets of programme staff.	М
	Ineffective programme documentation and reporting.	14	Operational	Н	M	Н	HoPP	Strengthen and streamline M&E MIS for effective reporting & capturing of impact/change stories Develop standardised guidelines on writing change stories and describing programme implementation approaches Promote outcome harvesting to track AAG's contribution on emerging social changes. Ensure the scanning and storage of vital programme/project documentation in database within retention periods after the end of projects.	М
	Ineffective participation and involvement in international platforms & support to peers.	15	Operational	M	M	М	HoPP	Support the effective participation and involvement of AAG staff in international platforms and provide support to peers. Strengthen shared learning and build the capacity of staff in programme related areas as well as on the international platforms.	L
	Inadequate contributions to public policy formulation and implementation.	16	Operational	Н	M	Н	HoPP	Organise dialogue meetings, issue communiqués, develop policy briefs, publish relevant research reports and disseminate to various actors and policy makers for action.	М

	Inadequate staff skills and competencies (capacities) on programmatic areas and data management.	17	Operational	M	M	M	НоРР	Organize capacity building and refresher training for all staff on the effective use of the MIS, data collection, data analysis, writing and documenting change stories. C.Encourage peer to peer learning across the country programme and sharing of vital information.	L
EO 2. Promote our brand, diversify and increase our income from sources aligned to our vision and values through a culture of adaptation and innovation.	Inadequate visibility and competitive brand presence in Ghana	18	Operational	M	M	M	HoPR	1.Review the existing communication strategy to give purposeful direction to our media and public engagements, national dialogues and policy. 2. Partner media and marketing organisations to build our profile to achieve a stronger and competitive brand positioning 3. Invest in digital communication and fundraising platforms to expand our profile and income. 4. Ensure all AAG projects and interventions are adequately branded, especially infrastructure projects	L
	Unsustained supporter interest and commitment to child sponsorship	19	Operational	Н	Н	Н	HoFR	Improve quality service to child sponsors with speed and accuracy Roll out CS modernisation project to digitalise collection and distribution of communication to supporters Embrace the creation of CS centres of excellence. Diversify income sources eg. Partnership/donor funds, Corporate bodies etc. Institute prioritisation and innovation in programming.	M
	Ineffective networking and partnerships to secure resources to meet funding needs	20	Operational	М	Н	Н	HoFR	Revise existing fundraising strategy to guide attainment of income targets. Invest and pursue corporate and major individual fundraising initiatives. Form consortia with like-minded organisations and enter into strategic partnerships with local and international private sector organisations.	M

	Inadequate capacities of staff, Board and General Assembly members on fundraising efforts.	21	Strategic	M	Н	Н	HHROD	Promote inclusiveness and strengthen capacities of staff, Board and General Assembly members in fundraising.		L
EO 3. Strengthen financial systems and technological infrastructure to enhance	Lack of / and or non- compliance with Resource Allocation Framework (RAF) leads to misapplication of sponsorship funds.	22	Financial	М	M	M	HoF	Develop Resource Allocation Framework to conform with the Global Secretariat's framework.		L
effective planning, reporting and accountability across the organisation.	Inadequate staff and partners capacities to use new finanacial system resulting in ineffective financial reporting.	23	Financial	M	M	М	HoF	Organise effective financial training for finance, non-finance staff and partners to enhance capacities for effective performance Develop new contract management system for effective management of donor funded projects		L
	Ineffective expenditure verification, internal and external audits lead to fraud, misappropriations and other financial malfeasance.	24	Financial	L	Н	M	HoF	Strengthen accountability and transparency through periodic financial expenditure verification, internal and external audits. Revise and ensure compliance with the LFPPM to enhance financial management and internal control systems.		
EO 4. 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	High Staff Turnover	25	Strategic	М	Н	Н	HHROD	Improve resource mobilisation through raising more Partnership/donor funding. Conduct bi-annual salary surveys of similar NGOs in industry / job market and improve benchmarking of staff motivational packages. Strengthen Performance Management System Encourage feminist leadership for favorable work environment. Ensure full cost recovery for projects to reduce support costs. Develop and implement staff succession plan.	Conduct organisational restructuring to have a lean but highly skilful staff to deliver CSP VI. Delegate routine performance roles to patrners, social movements and peoples organisations while maintaining critical programming activities.	M

	Inadequate organisational capacity of AAG and collaborators (partners, social movements and peoples' organisations) to deliver on CSP VI.	26	Strategic	M	H	Н	HHROD	1. Provide adequate resources and logistics to staff and partners for effective performance. 2. Roll-out staff Learning/Development Plan and monitor implementation 3. Revise Competency Framework to reflect requirements for CSP VI 4. Develop and implement change management plan. 5. Support to assess and build capacity of collaborators (Partners, social movements and peoples organizations).	Delegate some performance roles to partners, social movements and people's organisations while maintaining core programmes.	M
	Inadequate policy review and sensitization.	27	Strategic	L	Ξ	M	HHROD	Revise, roll-out and sensitise staff on HRPPM, Security, Internship and Work Life Charter policies. Strengthen systems and sensitize staff to implement Anti-sexual harrassment and child protection policies Revise Partners' MoUs to include provisions on Anti-sexual harassment and child protection policies, and other non negotiable and relevant policies.	Hold Annual Reflection and Learning Sessions with partners and collaborators on various policies and best practices. Conduct periodic policy audit to assess their relevance and impact.	L
eo 5. Improve our governance system, promote	Inadequate financial and logistical support for the operations of Board and General Assembly members.	28	Strategic	M	M	М	CD	Inprove budget allocation for Board and General Assembly operations Ensure budget allocation to Board and General Assembly operations is effective.		L
mutual accountability and enhance achievement of organisational goals	Competing demands of Board and General Assembly members vrs expectations of their roles and responsibilities.	29	Strategic	Н	M	Н		Provide aligning schedules, reports and position papers to Board and General Assembly members to enhance effective planning and decision-making. Streamline the Board and Committees calender to ensure that meetings are effectively scheduled.	CD	М
	Inadequate refresher training for Board and General Assembly members on good corporate governance, transformative feminist leadership, social movements and brand management.	30	Strategic	М	M	М	CD	Build capacity of Board and General Assembly members on good corporate governance, transformative feminist leadership, social movement, and brand management. Ensure innovative induction and orientation for new Board and General Assembly members.		L

High (H) 6 &9 Medium (M) 3 & 4 Low (L) 1 & 2

Appendix B Monitoring And Evaluation Framework For CSP VI

Mission Priorities	Description of Focus Areas	Indicator	Data Sources	Data Collection Methods	Freq. of Data Collection & Reporting	Responsibility
		Number of farmers reached with information on CRSA and agroecology.	Department of Agriculture (DoA) reports, AAG & partners reports, smallholder farmers	Review of DoA, AAG & Partners reports and field surveys	Annually	Regional Programmes & Partners
		Percentage of farmers, especially women farmers, actively practicing agroecology and CRSA	DoA reports, AAG & partners reports, Smallholder farmers	Field surveys	Quarterly	Regional Programmes & Partners
		Number of advocacy and engagement actions undertaken by smallholder farmers to influence policies on CRSA	AAG & partners reports, small-holder farmer movements	Review of AAG and partner's reports	Quarterly	National Policy, Regional Programmes & Partners
		Number of agricultural policies and programmes formulated or being implemented to promote agroecology and CRSA	MoFA reports, MMDAs & DoA Medium Term Development Plans and Annual Action Plans, AAG National Policy reports	Review of AAG and partner's reports	Annually	National Policy, Regional Programmes & Partners
		Percentage of smallholder women farmers having secured access to and control over land	Smallholder women farmers, Traditional Authorities, landlords	AAG & partners reports, field surveys	Annually	Regional Programmes & Partners
MISSION PRIORITY 1: Strengthen Resilient Livelihoods and		Percentage of smallholder women farmers having access to and control over productive resources (tractor services, farm inputs, capital, etc)	MMDAs, DoAs, smallholder women farmers	Review of MMDAs and DoA programme documents and reports, field interviews	Quarterly	Regional programmes & Partners
contribute to secure climate justice	access and control over land and other productive resources	Number of advocacy actions and engagements held by smallholder women farmers to influence gender responsive agricultural policies and programmes	AAG & partners reports, smallholder farmer movements	Review of AAG and partners reports, interviews with small- holder women farmers' movements	Quarterly	National Policy, Regional Programmes & Partners
		Number of agricultural policies, programmes and services that are gender responsive	MoFA, MMDAs, DoA	Review of MoFA, MMDAs and DoA programme and policy documents, surveys	Quarterly	National Policy, Regional Programmes & Partners
		Number of campaigns led by organised groups of people's organisations and social movements demanding changes in climate adaptation policies	AAG & partners reports, small-holder farmer movements	Review of AAG and partners' activities	Quarterly	Regional Programmes & Partners
	building and advocacy on climate justice	Number of actions taken by policy makers and government institutions towards the implementation of national climate change adaptation policies		Monitoring of the activities of MoFA, MMDAs, DoA, MESTI towards the implementation of adaptation policies	Annually	National Policy, Regional Programmes & Partners

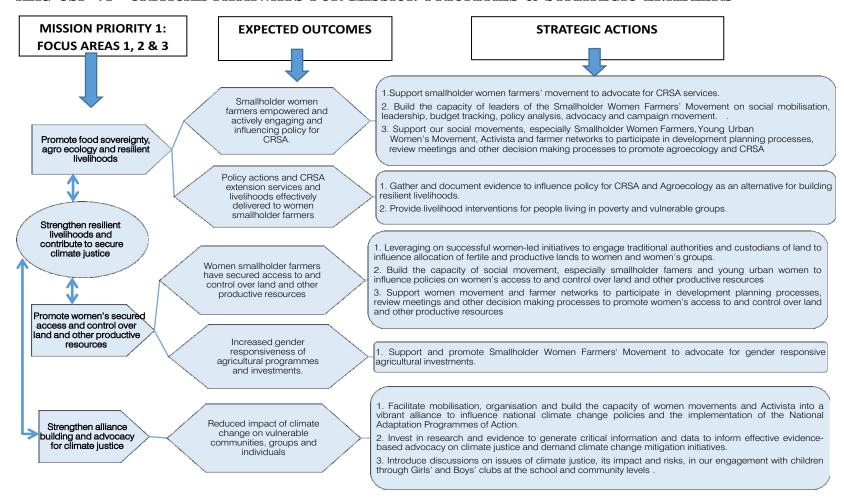
Mission Priorities	Description of Focus Areas	Indicator	Data Sources	Data Collection Methods	Freq. of Data Collection & Reporting	Responsibility
MISSION PRIORITY 2: Address the root causes of violence against women and girls, reduce Unpaid Care Work and promote decent work		Number of advocacy for government interventions aimed at reducing unpaid care work	MoGCSP, MMDA, AAG & Partners reports	Review of MoGCSP and MMDAs plans and reports	Quarterly	National Policy, Regional Programmes & Partners
		reduction in AAG and Par Unpaid Care Work	tners reports, community level surveys, MoGCSP	Review of MoGCSP, AAG & partners reports, field surveys	Quarterly	Regional Programmes & Partners
		Percentage of reduction in time spent in performing Unpaid Care Work by women	MoGCSP, AAG & partners' reports	Review of reports, surveys	Quarterly	Regional Programmes & Partners
		performing of women performing decent work in both formal and informal sector.	AAG and Partners reports, Community level, MoGCSP, Ministry of (Employment and Labour Relations MELR)	Review of MGCSP and MELR reports, field surveys	Quarterly	Regional Programmes
		Number of policies formulated or to secure decent work for women	MoGCSP, MEL	Review of MoGCSP and MELR policies and programmes	Annually	National Policy, Regional Programmes
	Focus Area 2: Eliminate Violence against Women and Girls (VAWGs)	Number of evidence based advocacy and implemented engagements facilitated between rightholders and duty bearers to address VAWGs	AAG & partners' reports	Review of AAG and partners reports	Quarterly	National Policy, Regional Programmes and Partners
		Number of legislations, policies and programmes influenced by AAG to reduce VAWGs	MoGCSP, DOVVSU	Review of AAG reports	Annually	National Policy
		Percentage of decrease in violence against women and girls (VAWGs)	MoGCSP, DOVVS	Review of data from MoGCSP, DOVVSU	Annually	National Policy, Regional Programmes and partners

Mission Priorities	Description of Focus Areas	Indicator	Data Sources	Data Collection Methods	Freq. of Data Collection & Reporting	Responsibility
MISSION PRIORITY 3: 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	n r	Number of advocacy actions undertaken by AAG to guarantee full access to free and compulsory universal basic education	Ministry of Education (MoE), GES, AAG and partners' reports	Review of MoE reports, policy briefs and directives	Quarterly	National Policy
		Number of policies and regulations formulated or implemented to protect girls and young females from discrimination in schools (re-entry, leadership, etc)	GES, MoGCSP, Community level schools	Review of GES, MoGCSP reports & school-based surveys	Quarterly	National Policy, Regional Programmes & Partners
		Percentage of public basic schools that are safe and girl-child friendly	GES (National, Regional & District) AAG and Partner reports	Review of GES data/reports & field surveys	Annually	National Policy, Regional Programmes & Partners
		Teacher-Pupil Ratio in deprived districts and communities where AAG work.	GES (National, Regional & District), School level	Review of GES data, Districtwide/sample teacher supply mapping	Annually	Regional Programmes & Partners
		Basic Education Certificate Examination (BECE) pass rates in AAG operational areas	GES (National, Regional & District)	Review of BECE results	Annually	National Policy, Regional Programmes & Partners
		Number of actions undertaken by people's organisations in AAG operational areas to demand for the provision of adequate educational infrastructure	AAG, social movements actions and partner reports	Review of advocacy reports from AAG and partners	Quarterly	National Policy, Regional Programmes & Partners
		Number of advocacies for policies implementation, regulations and actions that enhance monitoring and supervision of teaching and learning in schools	Ministry of Education (MoE), GES, AAG and partner reports	Review of GES data and reports from AAG and partners	Annually	National Policy, Regional Programmes & Partners
		Number of evidence-based advocacy actions taken by rightholders (Activista, YUWM etc) to demand for comprehensive and client-friendly sexual and reproductive health information and services	AAG, social movements and partner reports	Review of advocacy reports from AAG and partners	Quarterly	National Policy, Regional Programmes & Partners
	Focus Area 2: Increase public education financing	Number of advocacy actions targeted at influencing government policies for increase in funding for education	Advocacy reports from youth engagements, AAG and partners	Review of AAG and partners' advocacy reports	Quarterly	National Policy, Regional Programmes & Partners
		Percentage increase in budgetary component of education for goods and services (supply of teaching and learning materials)	Ministry of Finance, Ministry of Education	Review of National Budget Statements & relevant education sector reports	Annually	National Policy
		Percentage increase in government budgetary allocation and expenditure for the financing of public basic education	Ministry of Finance, Ministry of Education	Review of National Budget Statement & relevant education sector reports	Annually	National Policy

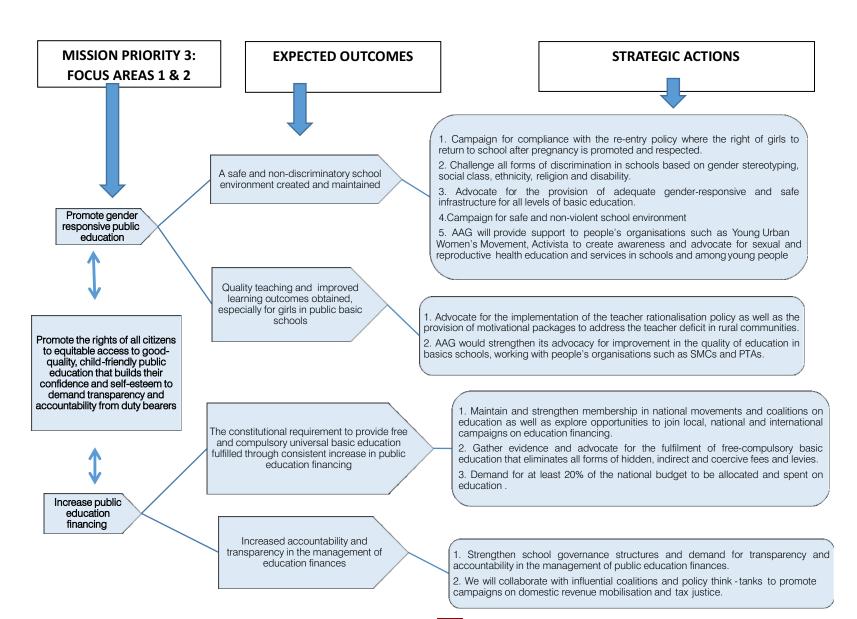
Mission Priorities	Description of Focus Areas	Indicator	Data Sources	Data Collection Methods	Freq. of Data Collection & Reporting	Responsibility
Improved	Focus Area 1: Increase public resource	Number of advocacy for legislative and policy changes leading to review of harmful tax incentives.	Ministry of Finance, GRA, AAG Tax campaign reports	Review of existing documentation. Review AAG Tax Justice reports	Bi-Annually	National Policy
narticination	progressive taxation, tax expenditure and allocation	Number of advocacy and engagement initiatives undertaken by Activista to push for review of harmful tax incentives.	AAG, Partners and Activista	Review of AAG, partners and Activista reports	Quarterly	National Policy & Regional Programmes
effective mobilisation and fair	Focus Area 2: Promote civic awareness, engagement and public accountability	Percentage of young people who are politically conscious actively engaged in governance processes.	·	Review of AAG, Global Platform and partner reports on youth engagement. Review of Afro Barometer and Civicus		National Policy, Global Platform & Regional Programmes
public resources towards gender responsive public service		Number of youth led actions demanding good governance and accountability	AAG, Global Platform reports, partners and Activista	Review of AAG, partners and Activista reports	Quarterly	National Policy, Global Platform & Regional Programmes

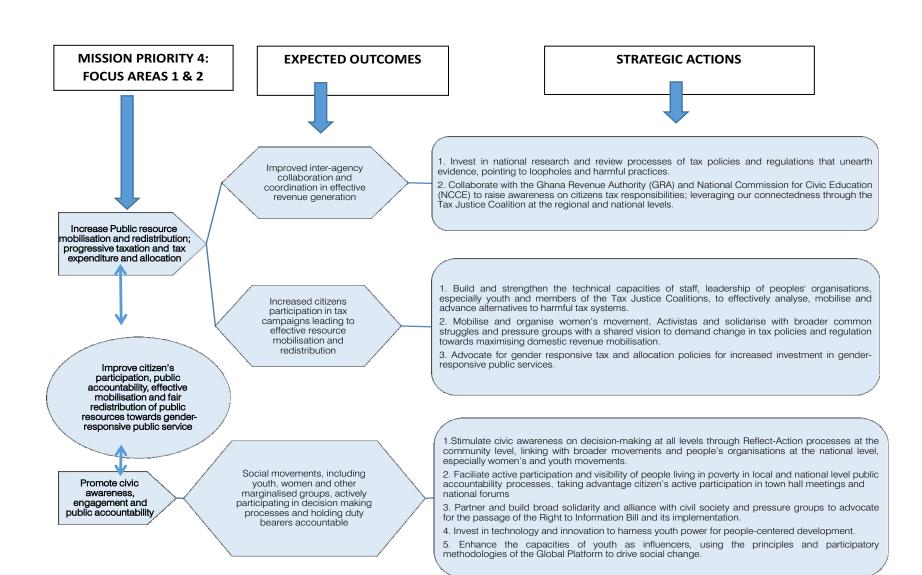
Appendix C

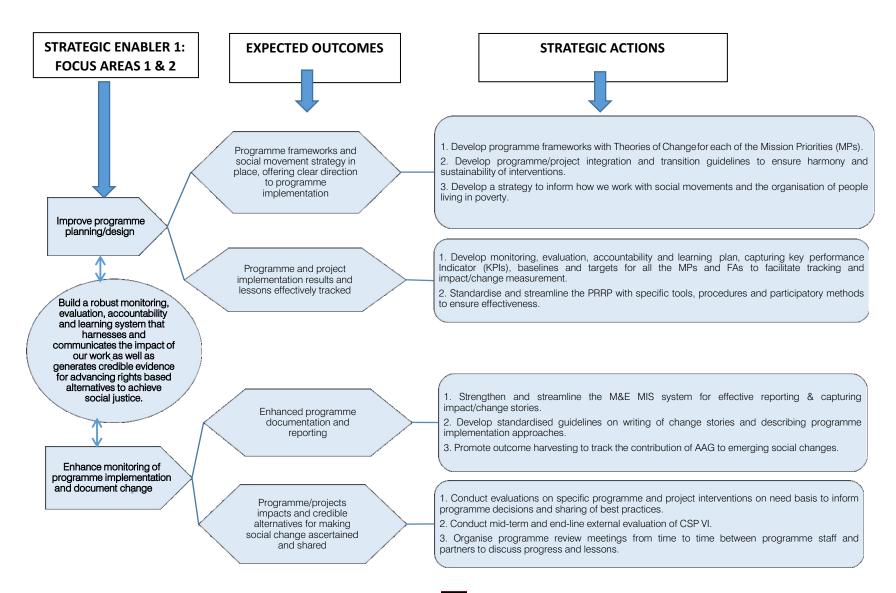
AAG CSP VI - CRITICAL PATHWAYS FOR MISSION PRIORITIES & STRATEGIC ENABLERS

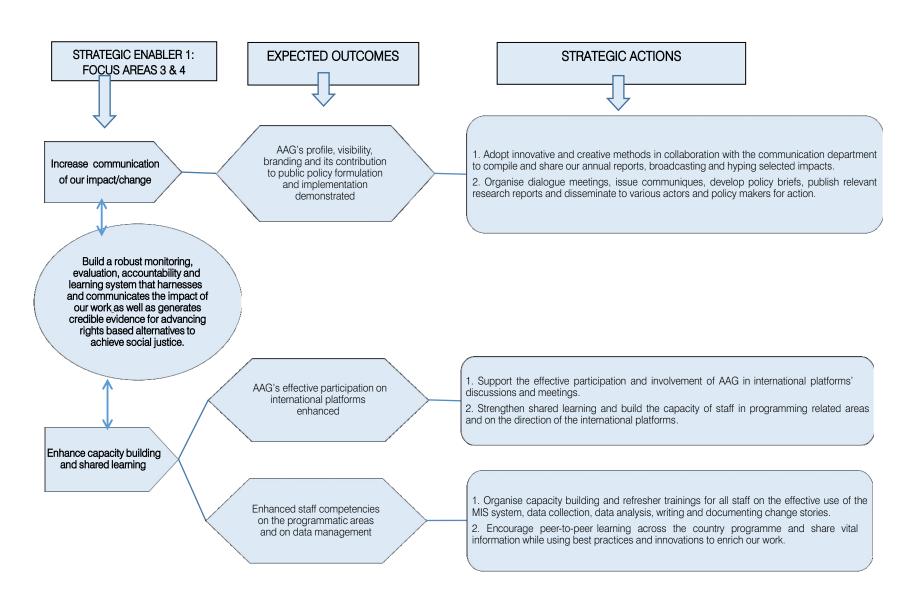


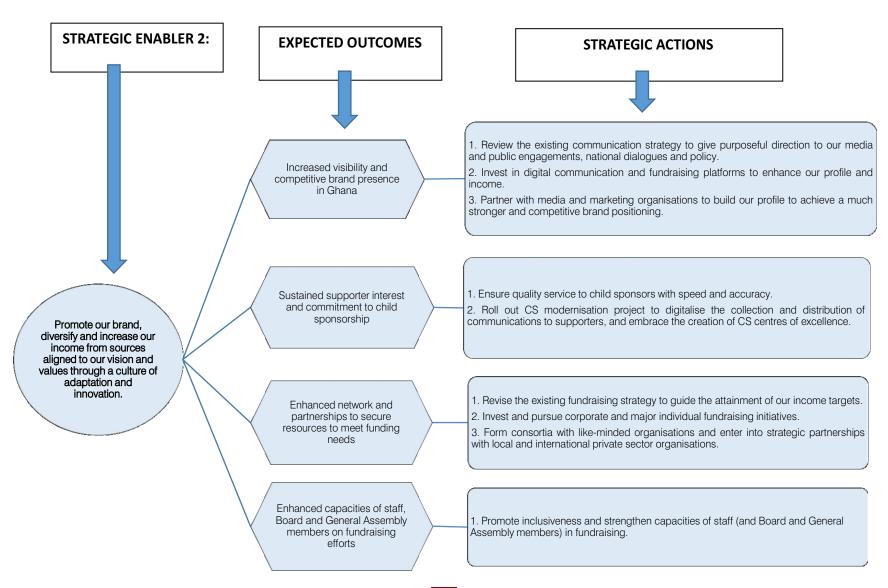
MISSION PRIORITY 2: EXPECTED OUTCOMES STRATEGIC ACTIONS **FOCUS AREAS 1 & 2** 1. Mobilise women, youth and girls to connect with other broader alliances in Rightholder groups, movements and advocating for the recognition, redistribution and reduction of Unpaid Care Work allied organisations proactively 2. Promote strategic partnerships by linking our women's movement to the Ghana advocating and engaging with state Trade Union Congress and other allies, to ensure that the Ghana Labour Act is fully actors and local authorities to reduce implemented, especially in the informal sector. Unpaid Care Work and ensure decent work 3. Build critical media partnerships to advocate for decent work and gender responsive public services aimed at reducing Unpaid Care Work Enhance redistribution of Unpaid Care Work and access to decent Work 1. Encourage investment in broader research collaboration with feminist organisations Increased recognition and and allied research institutions to generate strong evidence for advocacy. responsiveness of state actors and local authorities in contributing to 2. Advance bold alternatives by advocating for gender responsive public services and reducing Unpaid Care Work and investing in model interventions such as child care centres and other initiatives that addressing indecent work. contribute to the reduction of Unpaid Care Work Address the root causes of Violence Against . Mobilise and form networks and movements of existing and new groups of excluded Women and Girls, reduce and marginalised female youth, women and girls to enable them challenge discriminatory Unpaid Care Work and gender norms and practices. promote decent work 2. Deepen their understanding to demand social justice, gender equality and poverty Increased action by right-holder eradication by challenging hidden, visible and invisible powers at all levels that engender organisations, movements, media all forms of violence against women and girls. and other non-state actors towards reducing Violence Against Women 3. Strengthen engagement with media (traditional and social/new) to build support and and Girls (VAWGs) good will for our campaigns 4. Create, strengthen, and support innovative ways of working with anti-violence platforms and networks, as well as community level structures to fight against gender-Eliminate Violence based violence Against Women and Girls (VAWGs) 1. Invest in research to identify the root causes of violence and investigate the various Increased commitment by state appearances of violence in recent times, to inform new strategies and actions. institutions in formulating and 2. Facilitate the campaign activities of movements towards the effective operationalisation implementing policies and of existing laws and policies by linking them to local and international coalitions. legislations to reduce Violence 3. Facilitate and advocate for the creation and expansion of safe spaces for girls, women, Against Women and Girls (VAWGs) youth and survivors of violence

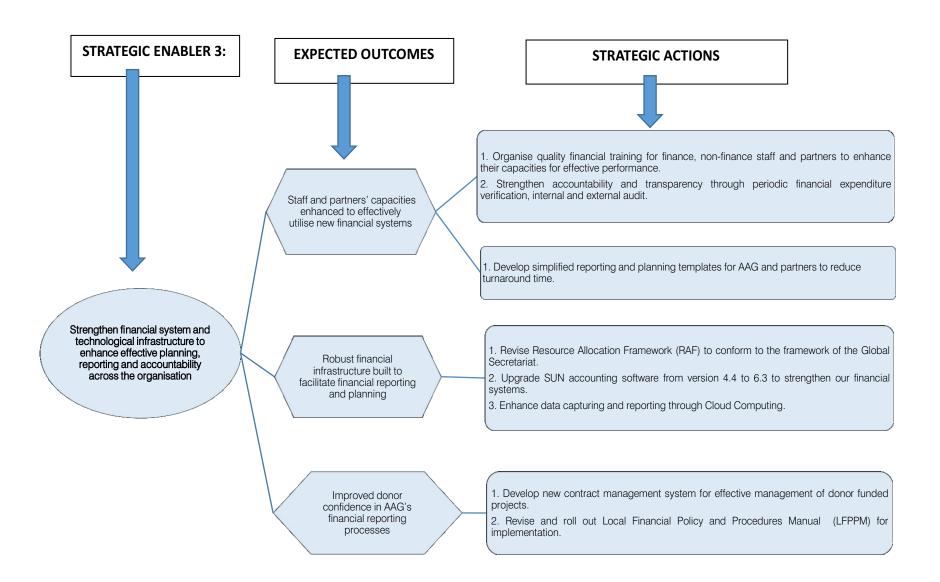


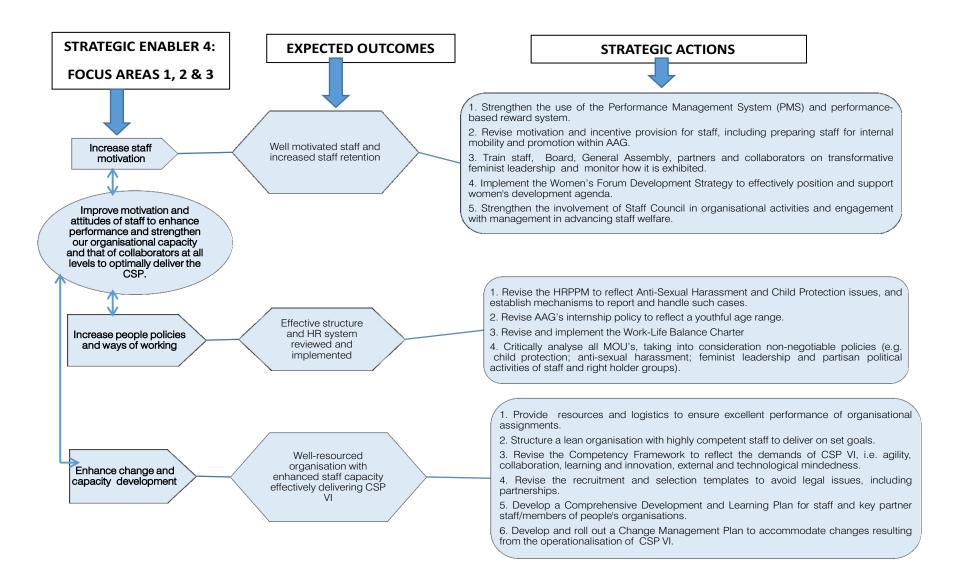


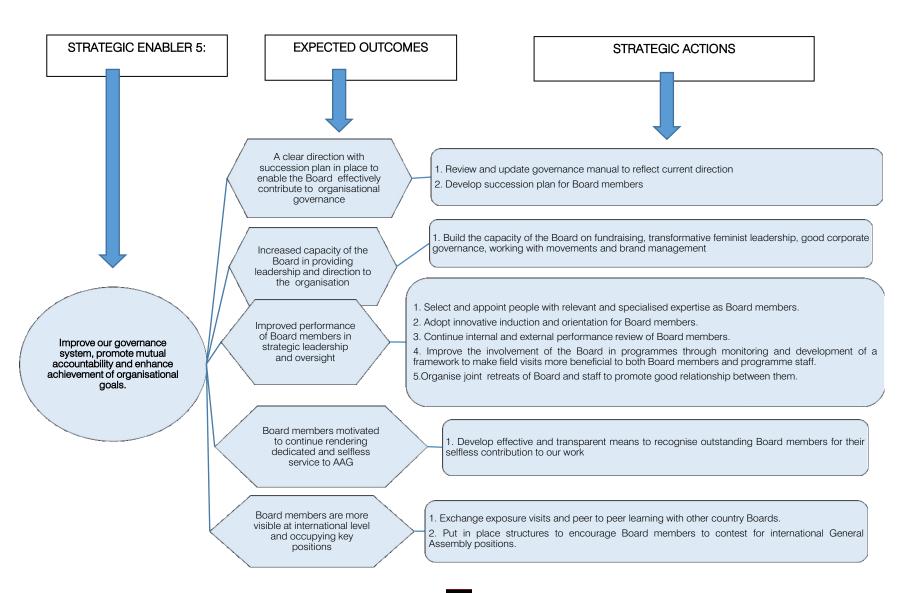


















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