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COUNTRY
STRATEGY PAPER IV
"RIGHTS AND RESPONSIBILITIES"

! **End poverty.**
Together.

Revised version: June 2012

actionaid ghana

COUNTRY STRATEGY PAPER IV

"RIGHTS AND RESPONSIBILITIES"

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Contents

Foreword

It is with great pleasure that the Board of ActionAid Ghana share this our fourth Country Strategic Paper (CSP IV).

AAG are especially proud of the document as it was written by the staff and carefully scrutinised by the Board. Indeed at Board meetings when we discussed the CSP, it was clear that we as the Board intended to 'fully own' the process and content of CSP IV.

The final document summarizes the agreed direction and focus for the Affiliate Ghana programme for the next 5 years taking into account the country context and ActionAid international priorities.

AAG believe that with a dedicated focus on the selected themes and with total staff and partner commitment to the planned activities ActionAid Ghana will make a significant impact on the lives of the poor and excluded in Ghana.

AAG reaffirms its commitment to women's (and girls' rights) as critical to all the work we do; acknowledge that education of our children is a key pathway out of poverty and recognise that without food security communities will continue to be poor. AAG note that governance, security in conflict and emergencies and HIV/AIDS will continue to impact on the lives of the poor and have to be addressed as mainstreamed issues.

We invite you to read this document and support us to achieve the objectives we have set for ourselves to work to "End poverty.Together".

Thank you!

Abena D. Oduro
(ActionAid Ghana Board Chair)

Joanna Kerr (CEO of AAI) with AAG General Assembly Members

Executive Summary

The fourth Country Strategic Paper of Affiliate Ghana specifies the interventions in the selected themes to be implemented between 2010-2014. The strategy describes how Affiliate Ghana will work to achieve the stated objectives.

It must be noted that the CSP IV does not depart significantly from what the Affiliate worked on or how it has worked over the last five years. However, some additional sub-themes have been added subsumed under the existing key themes and there has been a shift in focus in respect of the power analysis.

The strategy has three key areas namely women's rights, right to education and right to food and climate change. The new areas are women and land and maternal and child health which will be subsumed in the women's rights theme whilst work on climate change has been added to the right to food theme. AAG will also continue to work in governance, conflict in human security and emergencies and HIV/AIDS but as minor areas and strictly related to the LRP context. Thus all the DAs will not work on all the themes.

In CSP IV, AAG will focus critical interventions on the youth due to the fact that the youth have too long been overlooked as key agents of change. AAG recognise this will be a challenge as the cultural context does not encourage the full and equal participation of the youth in decision making – but misperception must be addressed.

In response to the peer review recommendations, although AAG will continue the work on changing power dynamics we will focus on building the power within and power with our communities as we have already been quite successful in engaging the power over and power to.

AAG will continue to engage at local, national and international levels and will undertake effective campaigns to enhance our advocacy work.

AAG will continue to work with partners and right holders at the community level as they play an active part in the implementation of the strategy. As part of the development of the CSP, a risk register has been developed and our partnership guide revised. We have also developed a monitoring and evaluation framework to ensure that monitoring is effective right from the beginning.

Recognising the risk of significant loss of funds, AAG has put in place plans to ensure that more partnership funding is mobilised during the period for the benefit of the rights holders in the communities and beyond.

Operational plans will be developed annually for implementation using highly participatory processes with all our key stakeholders. AAG expects to have contributed significantly to improving the lives of the poor and excluded in our communities in particular and the world as a whole by the end of 2014.

Our vision of AAG at the end of the CSP period is an organisation who has carved out a niche for itself as the 'go to' organisation in terms of creativity and innovation in human rights based approaches - especially in relation to women's issues. AAG intends to position ourselves as the organisation with expertise in poverty elimination interventions at both community and national levels. AAG also expect to be an organisation able to identify emerging issues and policy gaps and responding swiftly, thus adding value to national discourse.

AAG would like to thank all those who have played a part in the development of the CSP, all those who will play a part in the implementation of the CSP and all those who keep us true to the values, vision and mission of AAG.

**Adwoa Kwateng-kluvitse,
Country Director.**

Acronyms

AAI	ActionAid International
AAG	ActionAid Ghana
ALPS	Accountability Learning Planning System
AP	Affiliate Programme
ART	Anti-Retroviral Therapy
BECE	Basic Education Certificate Examination
CP	Country Programme
CREST	Children's Reflection and Empowerment for Social Transformation
CSP	Country Strategic Paper
DOVVSU	Domestic Violence and Victims Support Unit
HR	Human Resource
IFI	International Financial Institution
IPD	International Partnership Development
JHS	Junior High School
LRP	Local Rights Programme formally Development Area (DA)
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NAP+	National Association of People Living with HIV/AIDS
PNER	Primary Net Enrolment Ratio
RBA	Rights-Based Approach to Development
RTEP	Rights to End Poverty

Aligning "Peoples Action To End Poverty" ActionAid International Strategy (AAI) & "Rights And Responsibilities" (AAG CSP IV).

Introduction

The timeline for the review of ActionAid Ghana's third Country Strategy Paper – "Engaging Power to Fight Poverty" ended 2 years before the review of the international strategy 'Rights to End Poverty'. The Board of AAG voted that Ghana should proceed with its CSP review at the due date and to make any alignment changes (if necessary) after the international strategy was completed. Thus AAG's CSP IV 'Rights and Responsibilities' was launched on 1st January 2010. The international strategy 'People's Action to End Poverty' was launched in Ghana during the Director's Forum in September 2011 with an implementation date of January, 2012.

Process

The alignment of the Ghana's CSP with the new international strategy is underpinned by thorough analysis and robust evidence from senior management meetings; inter thematic theme meetings, a finance meeting with staff and partners and meetings with partners and communities.

112 AAG staff and partners participated in the alignment process. 20 community meetings were also held with over 500 community members. The Board Programmes Committee and the Board of Trustees reviewed and approved the alignment processes.

It was interesting to note how closely AAG's CSP was aligned to the international strategy in terms of the key thematic areas, the focus on youth as a target group to drive change, as well as working to make change happen at the household level. AAG is pleased by this synergy as it indicates that the global vision is well understood and actualized by the Affiliate Programme (AP).

The interactions focused on the following areas:

1. Developing a theory of change for the AP based on the Ghanaian context

2. Identifying the CSP IV objectives which are already aligned to Peoples Action to End Poverty objectives

3. Identifying and agreeing on alternative/s AAG will advance under Peoples Action mission objectives

4. Agree on how much AAG will be contributing to achieving the key promises

5. Assess the implications of the alignment on the Affiliate Programme

6. Agree on how the AP monitor and track its contribution to Peoples Action

AAG's Theory of change

AAG believes that development is not just about growth in individual or collective incomes or fair access to material resources or markets. It is about increasing people's possibility and capacity to make the most of their potential to live as full creative human beings and to come

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[1]It must be noted that, during the alignment process, management took the opportunity to update some of the information in CSP IV, thus there are some references to the country and organizational context as at 2011.

together to build caring, supportive and accountable societies. Development is about respecting, protecting, promoting and fulfilling people's basic rights for survival and aspirations for human dignity and respect. While all human beings and societies, whether privileged or poor, have the potential to develop more fully, ActionAid Ghana's mandate and expertise is in working with those who are poor and excluded as a way to overcome injustice and exclusion. AAG has a particular focus on women's rights, education and food rights.

AAG believes that rights and responsibilities of people living in poverty can be realized through a sustained and purposeful conscientisation of individuals living in poverty and their organizations, supported by effective alliances and the creation of concrete alternatives that challenge and address structural causes and consequences of poverty.

Programming and programme focus to deliver on mission objectives of "Peoples Action To End Poverty"

AAG will continue to develop programmes based on innovative and creative interventions with rights holders, influenced by past learning to build alternatives and change ideas and attitudes that affect their fulfilment. AAG will integrate the political side of development and change efforts making legal frameworks more just and supportive of the rights of the poor and excluded with the capacity-building and creative side of strengthening skills, awareness and possibilities for designing alternatives. This synergy will promote strong rights holders' movements, political awareness, solidarity and concrete development alternatives to development paradigms that prevent people from meeting their needs and fulfilling their rights.

In view of this, AAG has identified 6 key priority areas to support right holders and

people living in poverty in ways that engage them as innovators, protagonists and colleagues in common struggles. AAG will focus on work with girls, assembly women, other vulnerable women groups, PTA Networks, Farmer Based Organizations, female small holder farmers and Community Based Anti-Violence Teams (COMBAT) as alternatives to influence practice and policy at national, regional and global levels. AAG will shift from a focus on discrete thematic projects (silos) to looking at work in the context of broader social change processes which promotes links across programs and strategies to foster short and long-term change.

Implications on AAG

Governance

To be able to respond to the needs of PA (Peoples Action to End Poverty), AAG has restructured its Board and General Assembly (GA) with the reconstitution of the 5 Board Committees to reflect the needs and aspirations of the AP and maximize the skills of members as well as enabling the committees to provide more strategic oversight of the organization's policy and programme activities and follow up on accountability issues, Board decisions and resolutions. 3 new General Assembly members with varied activist/professional backgrounds were admitted whilst some Board Members stepped down from the Board and joined the General Assembly. AAG will continue its practice of involving GA Members on Board Committees for their expertise as well as to keep them engaged with the issues in the Affiliate programme. AAG has started the process of issuing communiqués to GA Members following Board meetings as well as introducing two newsletters a year specifically targeted at GA Members.

Partnership

AAG will increase focus on transforming

power relations and structures including AAG's own position and relationships with partners and rights holders. AAG will do this by working on building active constituencies for change as well as building solidarity and supporting rights holders and their organizations and communities to achieve immediate changes in their lives while strengthening their organisations to contest and advance their rights in the longer term. The current partnership arrangements which end in December 2012 will be reviewed to establish and build long term partnerships with rights holders' organizations like Tigbubtaba (Alleged witches Network), PTA Networks, girls clubs, widows networks, young female groups etc. The autonomy of these organizations will be respected and their capabilities will be strengthened to build a formidable movement for change. AAG will also work with intermediary organizations, the academia and coalitions to build critical solidarity with people living in poverty.

More strategic engagements with various government agencies and those with power at different levels will be advanced to ensure that they have both the capacity and the political will to uphold their responsibilities to protect the rights of the poor and marginalized.

Structure

In 2010, AAG revised the job descriptions of thematic Programme Officers and Sponsorship Officers to reflect thematic responsibilities. This is cascaded at the national level with the promotion of joint activities like projects, engagements with the media, theme meetings and consciously building solidarity. The structure of the AAG will not change in the short term as more human resource is needed to enable it raise funds for donor projects. However, multi country inter thematic projects will be encouraged to prevent discrete thematic projects and silo working.

Midterm CSP Review

The CSP IV midterm review is due in June 2012. The review process will critically examine programmes implemented since January 2010 and the alignment processes with the PA being advanced. The review will also inform the extension of the CSP IV or otherwise to ensure that future CSP's run concurrently with international strategies.

Fundraising

AAG has secured three partnerships funding for projects to be implemented within the PA period. These projects have strategic fit with the CSP IV and the PA and will therefore contribute immensely to the achievement of the key promises. More effort will be expended to raise more partnership funding with the support of the Board fundraising Committee which has become very active in recent times. To address issue of inadequate funds, the Central Sponsorship Unit which was based in Tamale in the Northern Region LRP has been relocated to Accra Office to lead on a local community sponsorship initiative. This accentuated from the fact that there are opportunities for raising funds in Accra given the high income levels and the presence of corporate and vibrant private institutions. The Executive Management Team has also taken it upon itself to lead fundraising processes through building effective donor relations and sharing project ideas and best practices with donors.

Monitoring and Evaluation

The monitoring framework of AAG will guide the monitoring and tracking of AAG's contribution to the key promises. The framework is being updated to establish baseline information at both the LRP and national level for the assessment of future impact of AAG's work within the PA period. Based on the monitoring framework, LRPs have also developed monitoring and evaluation operational plans in their LRP

strategies for effective monitoring and tracking of change. As a pilot AP for outcome mapping, the AP will use this approach to assess the contributions its interventions make to the achievement of outcomes. Based on the contribution to the key promises, AAG will focus its monitoring and evaluation on factors and actors within its sphere of influence and on partners with whom it is working to effect change. In all the processes, AAG will be guided by principles of participation and iterative learning, and evaluative thinking to understand its goals and assess its performance and results.

AAGs' contribution to the global mission.

Mission Objectives	
AAI Mission Objective 1	**PROMOTE SUSTAINABLE AGRICULTURE AND CONTROL OVER NATURAL RESOURCES FOR PEOPLE LIVING IN POVERTY**
AAG CSP Objectives that align to PA	'To strengthen the capacity of women through advocacy to claim their rights to sustainable land and other productive resources for their own use without let or hindrance'. ActionAid Ghana CSP IV Strategic Objective 4 - Women's Rights
	'Advocate for policies that will promote sustainable agriculture and enhance poor communities' resilience in the face of climate change.' ActionAid Ghana CSP IV Strategic Objective 4 - Food Rights and Climate Change
	'Build, strengthen and support networks, strategic alliances and coalitions at local, national and international levels to advocate for more support to small-scale farmers.' ActionAid Ghana CSP IV Strategic Objective 2 - Food Rights and Climate Change
	'Advocate for pro-poor policies that promote the access to and control over natural and productive resources by small-holders farmers.' ActionAid Ghana CSP IV Strategic Objective 1 - Food Rights and Climate Change
Alternatives to be advanced	Working with FBOs/Networks/ women groups
AAI Promise 1	By 2017 at least one million women living in poverty will have secured access to and control over land or natural resources that are key to improving their livelihoods.
AAG's contribution to promise 1	By 2017 AAG will have organized and supported small holder rural women farmers to claim access to and control over land to enhance rights and improve livelihoods for about **5,100** women living in poverty.
AAI Promise 2	By 2017 we will have supported marginal and small-holder farmers to secure direct support and policies from their government, and effective accountability of corporates, enabling them to gain a good living from climate-resilient sustainable agriculture, improving the food security of 25 million people.

Mission Objectives	
AAG's contribution to promise 2	By 2017 AAG will have supported marginal and small-holder farmers to secure extension services and direct support and policies from MOFA enabling them to gain a good living from climate-resilient sustainable agriculture, improving the food security of about **68,980** people.
AAI Mission Objective 2	**ADVANCE THE POLITICAL INFLUENCE OF PEOPLE LIVING IN POVERTY TO HOLD GOVERNMENTS ACCOUNTABLE AND SECURE INCLUSIVE, REDISTRIBUTIVE POLICIES**
AAG CSP Objectives that align to PA	'Build, strengthen and support networks, strategic alliances and coalitions both at local, national and international levels to advocate for more support to small-scale farmers.' ActionAid Ghana CSP IV Strategic Objective 2 - Food Rights and Climate Change
	'Poor people have capability and confidence increased to hold duty bearers accountable.' ActionAid Ghana CSP IV Strategic Objective - Governance
	'Advocate for fair and transparent national and trade policies and agreements that promote market access to Ghanaian farmers.' ActionAid Ghana CSP IV Strategic Objective 3 - Food Rights and Climate Change
	'Promote affirmative action through effective campaigns for constitutional and electoral reforms processes for gender parity leadership positions in all state and other institutions.' ActionAid Ghana CSP IV Strategic Objective 1 - Women's Rights
Alternatives to be advanced	FBOs and PTA Networks, Gender networks, Assemblywomen caucus By 2017, through holding governments and corporates to account, we will have secured improvements in the quality, equity and gender responsiveness of public services for five million people living in poverty. By 2017, AAG will have secured improvements in the quality, equity and gender responsiveness of public services for **31,070** people living in poverty by through holding governments and corporates accountable.

Mission Objectives	
AAI Mission Objective 3	**IMPROVE THE QUALITY OF PUBLIC EDUCATION FOR ALL CHILDREN AND SUPPORT YOUTH TO BECOME DRIVERS OF CHANGE TOWARDS A POVERTY-FREE PLANET**
CSP Objectives that align to PA	'Advocate for condusive school and community environments to enhance effective teaching and learning with no infringement on the rights of children.' ActionAid Ghana CSP IV Strategic Objective 3 - Right to Education' Advocate for the provision of adequate educational resources e.g. (quality teachers, teaching and learning materials, educational infrastructure etc) for effective delivery of EFA goals.' ActionAid Ghana CSP IV Strategic Objective 1 - Right to Education
Alternatives to be advanced	PTA federations, girls' & boys' camps, girls' clubs, youth use REFLECT as a methodology for change
AAI Promise 5	By 2017 we will have ensured that girls and boys equally enjoy a quality public education that respects their rights in 5,000 communities where we work, leveraging system-wide education reforms designed to improve equal opportunities for all.
AAG's Contribution to promise 5	By 2017 AAG will have ensured that **35,400 girls and 10,400 boys** equally enjoy a quality public education that respects their rights in **222 communities** where we work, leveraging system-wide education reforms designed to improve equal opportunities for all.
AAI Promise 6	By 2017 we will have mobilized over five million youth to take sustained action towards building a poverty-free planet.
AAG's contribution	By 2017 AAG will have mobilized over **15,300 youth** to take sustained action towards building a nation that protects, respects, promotes and fulfils the rights of the people living in poverty.
AAI Mission Objective 4	**THE RESILIENCE OF PEOPLE LIVING IN POVERTY TO CONFLICTS AND DISASTERS AND RESPOND TO DISASTERS WITH PEOPLE-CENTRED, RIGHTS-BASED ALTERNATIVES.**
CSP Objectives that align to PA	'People continue to exercise their rights and maintain a sense of security during conflicts and emergencies.' ActionAid Ghana CSP IV Strategic Objective - Human Security in Emergencies and Conflict
Alternatives to be advanced	Using Community Relief Teams as community structures to reduce disaster risks Advocate for bulk storage facilities in districts in the 3 northern regions as an immediate response to disaster and emergency

Mission Objectives	
AAI Promise 7	By 2017 we will have built effective risk reduction and resilience systems and capacities in over 5,000 communities.
AAG's contribution to promise 7	By 2017 we will have built effective risk reduction and resilience systems and capacities in **45 communities**.
AAI Promise 8	By 2017 at least five million people experiencing disasters or conflicts will have been assisted in ways which respect and strengthen rights, support recovery of livelihoods, empower women and promote solutions for long-term change.
AAG's contribution to promise 8	By 2017, **10,200 men, women, boys and girls** experiencing disasters or conflicts will have been assisted in ways which respect and strengthen rights, support recovery of livelihoods, empower women and promote solutions for long-term change.
AAI Mission Objective 5	**ENSURE THAT WOMEN AND GIRLS LIVING IN POVERTY ENJOY CONTROL OVER THEIR BODIES AND CAN WORK TOGETHER TO BUILD BOLD ALTERNATIVES**
CSP Objectives that align to PA	'Mobilize community members especially men and boys to campaign against all forms of violence against women and girls and advocate for effective policies to that effect. ActionAid Ghana CSP IV Strategic Objective 2 – Women's Rights.
	'To advocate for women to have greater access to economic opportunities to improve their economic level in the society.' ActionAid Ghana CSP IV Strategic Objective 3 - Women's Rights.
Alternatives to be advanced	Girls clubs, COMBAT/CAT, Assembly women's caucus, gender networks.
AAI Promise 9	By 2017 we will have organized over five million women and girls in rural and urban areas to challenge and reject gender based violence that would have denied them control over their bodies and sexuality and made them vulnerable to HIV and AIDS.
AAG's Contribution to promise 9	By 2017 AAG will have organized **173,190 women and 41,100 girls** in our LRPs to challenge and reject gender based violence that would have denied them control over their bodies and sexuality.
AAI Promise 10	By 2017 we will have supported women to build and advocate gender responsive economic alternatives at all levels from cooperative enterprises to national and global policies that recognise unpaid care, guarantee comprehensive social protection and enable the most marginalised women to break the cycle of poverty.

Mission Objectives	
AAG's contribution to promise 10	By 2017 AAG will have supported **3,000 women** to build and advocate gender responsive economic alternatives at all levels from cooperative enterprises to national and global policies that recognise unpaid care, guarantee comprehensive social protection and enable the most marginalised women to break the cycle of poverty.
CSP Objectives that are not aligned to the mission objectives	'To improve the health of women and children in our partner communities.' ActionAid Ghana CSP IV Strategic Objective 5 – Women's Rights
	'To work on a sustained realistic HIV and AIDS prevention campaign targeted at the youth, while supporting those affected to demand their rights.' ActionAid Ghana CSP IV Strategic Objective - HIV/AIDS
Organizational objectives	
AAI organizational objective 1:	Deepen the impact of our work by having an effective programme framework that ensures integration, coherence and quality at all level
Corresponding AAG CSP IV enabling strategy:	To improve our performance and impact through an effective monitoring and evaluation system. Consolidate the culture of reflection, learning and sharing within the Ghana Affiliate Programme.
AAI organizational objective 2:	Raise our profile and increase our supporter base to more than five million people around the world working towards and achieving our mission.
Corresponding AAG CSP IV enabling strategy	To position AAG more visibly and strongly as a leader in the fight to end poverty and injustice at national, regional and local levels and also give face and voice to the poor.
AAI organizational objective 3:	Diversify and raise our global annual income to more than 350 million euros per year by 2017.
Corresponding AAG CSP IV enabling strategy:	To increase and diversify our funding sources by fundraising locally and internationally.
AAI organizational objective 4:	Increase our own people power, valuing our diverse staff, building their capacity to deliver on this ambitious strategy, and specially investing in women's leadership.

Organizational objectives	
Corresponding AAG CSP IV enabling strategy:	To deepen the overall development, utilization, empowerment and commitment of the Affiliate human resources.
AAI organizational objective 5:	Strengthen members and expand the federation, while enhancing mutual accountability, with support from an effective international secretariat.
Corresponding AAG CSP IV enabling strategy:	Raise our profile and increase our supporter base to more than five million people around the world working towards and achieving our mission.
AAI organizational objective 6:	Establish effective systems and processes to improve financial management, planning and reporting and the monitoring of our work.
Corresponding AAG CSP IV enabling strategy:	Increase financial and non-financial indicators to ensure that resources are efficiently and effectively used to the benefit of the poor and marginalized. To ensure that the Affiliate has the structure, policies, accountability mechanisms and monitoring practices in place to achieve the requirements of Affiliate governance of information technology.
AAI organizational objective 7:	Expand strategically into new countries to advance our mission, based on clear criteria and transparent processes.
The Affiliate Programme has no plan to expand into new LRPS.	

AAG's Contributions to People's Action Key Promises on yearly basis

Year - 2012							
Promise	Male	Female	Boys	Girls	Youth	Organisations - FBO, PTAs	Communities
1	-	500	-	-		8	
2	3,990	9,840	-	-	-	28	
3	1,200	4,000	190	280	-		
5	450	587	1,900	5,900	-	8	222
6					2,000		
7		-					30
8	500	1,000	200	300	100		
9	18,300	29,190	4,300	7,900	-		
10	400	600					

Year - 2012							
Promise	Male	Female	Boys	Girls	Youth	Organisations - FBO, PTAs	Communities
1	-	1,000				8	
2	4,200	11,000	-	-	-	28	
3	1,000	4,000	250	300			
5	400	600	2,000	6,000	-	8	222
6					2,500		
7							40
8	500	1,000	200	300	100		
9	20,000	32,000	3,000	8,000			
10	400	600					

Year	-	2014					
Promise	Male	Female	Boys	Girls	Youth	Organisations - FBO, PTAs	Communities
1	-	800				8	-
2	4,000	1,000	-	-	-		28
3	1,000	3,500	200	300			
5	500	700	2,500	6,500	-	8	222
6					2,800		
7							45
8	500	1,000	200	300	100		
9	20,000	32,000	3,000	8,200			
10	400	600					

Year	-	2015					
Promise	Male	Female	Boys	Girls	Youth	Organisations - FBO, PTAs	Communities
1	-	800				8	-
2	3,800	8,500	-	-	-	28	-
3	800	3,800	200	300			
5	400	600	1,500	6,000	-	8	222
6		-			3,000		
7							45
8	300	800	200	300	100		
9	15,000	30,000	2,000	6,000			
10	400	600					

Year	-	2016					
Promise	Male	Female	Boys	Girls	Youth	Organisations - FBO, PTAs	Communities
1 -		1,000				8	-
2	3,600	8,000	-	-	-	28	
3	1,000	3,500	200	250			
5	400	600	1,500	5,500	-	8	222
6					2,500	-	-
7							45
8	200	500	100	200	100		
9	15,000	25,000	2,000	6,000		-	
10	300	300					

Year	2017						
Promise	Male	Female	Boys	Girls	Youth	Organisations - FBO, PTAs	Communities
1	-	1,000				8	-
2	3,500	7,500	-	-	-	28	
3	800	3,500	200	300			
5	200	600	1,000	5,500	-	8	222
6					2,500		
7							45
8	200	500	100	200	100		
9	12,000	25,000	1,500	5,000	-		
10	200	300					

CHAPTER
ONE

End poverty.
Together.

1.0 Introduction

ActionAid is an international development organisation dedicated to ending poverty. Operating in over 40 countries world-wide, ActionAid's vision is "a world without poverty and injustice in which every person enjoys their right to life with dignity". All the 40+ members of ActionAid (AA) share the mission of "working with poor and excluded people to eradicate poverty and injustice". AA believes that poor and excluded people have the right to take charge of their destinies and address the issues that create and perpetuate their poverty. AA works in partnership with poor and excluded groups to confront the systemic causes of poverty at local, national and international levels.

AA is a southern focussed development organisation, working towards creating an equal world. In 2004 it started a process to enhance governance at all levels in the organisation. This resulted in the establishment of the first International Board in 1972 and the first General Assembly in 2009. As part of the process of creating a truly equal organisation, all ActionAid members, (Country Programmes) are expected to go through an 'Affiliation' process. Being an Affiliate entitles CPs to be part of the governance of AA, with voting rights on the International Board. In 2007, Ghana was the first County Programme from Africa to achieve Affiliate status after successfully going through an affiliation review.

All AA country programmes work with medium term strategic documents which span 5 year periods. The main document is the country strategy paper (CSP) which guides the country's strategic direction. These CSPs enable AA to be proactive in shaping its future and enable it to initiate and influence activities in a pro-poor direction. They also articulate clearly what countries intend to achieve during the strategy period and how this will contribute to achieving the organisation's vision and mission.

As part of the global ActionAid International organisation, ActionAid Ghana (AAG) has metamorphosed from a country programme to an associate programme and is now an Affiliate Programme (AP). AAG is rightly proud of how far she has come and this has resulted in a number of learnings which have been taken on board and which are reflected in this country strategic paper IV (CSP IV).

CSP IV Development

Since its inception in 1990, AAG has implemented three country strategic papers. This fourth country strategic paper was developed through processes enshrined in AA's Accountability Learning Planning Systems (ALPS). The principles of participation, accountability and transparency underpin all the processes.

The process started with a comprehensive external review, followed by an intensive peer review process. The findings from both these reviews and other specific theme reviews as well as from the internal context informed by the considered views of the AAG Board all fed into this final CSP IV document.

The table on the next page indicates key recommendations from both the external and peer reviews of CSP III.

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[2]The internationalization process currently underway in AAI is part of the process to make AA a truly representative organization, with southern countries being fully represented in the decision making fora of the organisation.

Table 1. Key recommendations from External and Peer Reviews

Item	External Review Recommendation	Peer Review Recommendation
Leadership	The need to strengthen governance systems and practices to reflect the autonomous nature of the Ghana Affiliate.	
External Identity	Establish a communications strategic plan to raise AAG's profile with critical target audiences for influence and affluence	
Human Resource and Structure	Review structure of organisation once CSP IV is agreed - to ensure it is coherent with the objectives of CSP IV	AAG should revive the in-depth induction for new employees and organise RBA training programmes for staff, partners and community members.
Fundraising	Sponsorship staff to work with the communications unit to enhance quality of photos and reports; also to maintain attention on issues of quality and timeliness to minimize supporter attrition. Establish a support work plan between AAG and IPD to ensure staff are appropriately skilled and also integrate a strategic ambitious fundraising strategy	A ratio of 45:45:10 should be set for sponsorship, partnership income and local fundraising in CSP IV
Impact Assessment and Shared Learning	AAG should build in plans for baseline reports and indicators for improving impact assessment and M&E	An appropriate M&E framework with clear indicators and targets should be developed for CSP IV
Financial Management	There should be provisions for continuing to improve partner financial accountability and management	Partners should be supported to strengthen their financial management and control systems
Partnership		There is the need for the AAG partnership guide to be reviewed
Phase-out		There is the need for deeper analysis of DA growth and phase-out implications

Source: External and Peer Review reports of CSP III, AAG, Accra, October 2009.

During the review process a significant number of issues emerged, with all stakeholders requesting that AAG widen its focus and activities. However, after consideration of the findings of the review and a critical self assessment of the impact that the Affiliate Programme has made, the Board and staff decided not to shift radically from the direction in CSP III, but rather to deepen and consolidate the gains made, and to incorporate new sub themes/activities into already existing themes only where they add value.

To effectively deepen our work, Board and staff have agreed that CSP IV will:

1. increase focus on our work with young people

2. incorporate critical issues on women and land and maternal and child health into the women's rights theme and

3. highlight the fact that responsibility is a critical aspect of 'rights' especially for rights holders. These are in addition to the themes of climate change and activities in the area of redistributive national development strategies, which are international AA priorities.

To consolidate impact from CSP III, AAG agreed to maintain the current three core themes into CSP IV. These are women's rights, right to education and food rights and climate change. The other three themes namely human security in conflict and emergencies, HIV/AIDS and governance will continue to be cross-cutting in CSP IV.

Our learning from using the human rights-based approach (HRBA) indicates that it takes more time to achieve sustained impact when using HRBA for development when compared with direct service delivery. However, when communities internalise the principles of HRBA, building the power within, they are able to continue demanding their rights even after interventions are completed, making change far more sustainable. Thus in CSP IV, AAG will continue to use the HRBA approach. AAG will also continue to use gender analysis and promote women's rights and gender equality, effective partnerships and people-centred advocacy to address the root causes of poverty while not ignoring the symptoms of poverty. This will ensure continuity in our activities from the previous CSP.

Ghana continues to remain a patriarchal society where power rests with men. It is therefore important that the focus on 'power' and the need to redress the current inequities as the way AAG works remain unchanged in CSP IV. AAG will also continue to keep women's rights at the centre of all we do.

However, learning from CSP III, where the emphasis was solely on rights, in CSP IV AAG will add the aspect of 'responsibilities' of rights holders since rights are inextricably linked with responsibilities. AAG believe that as communities and duty bearers assimilate the concept of responsibilities, changes made will be more pro-poor and sustainable.

Due to challenges being faced, especially within the context of the current global financial crisis, AAG has decided that not all regional programmes will work on all the above themes. Local Rights Programmes will identify the key issues that will have the most impact on the largest number of people and work on those. This will enable AAG to deepen the quality and impact of its interventions at regional, national and international levels. As the first Affiliate from Africa, who successfully completed the affiliation process, AAG has an enviable task of offering quality leadership to other associate programmes (to also attain Affiliate status) and adding its voice to

issues raised at the international level. In CSP IV, the AAG Board will continue to add value to the governance structures of AA.

To diversify its income streams, AAG is strenuously strategising to increase locally raised funds to offset the dwindling sponsorship income (experienced over the last three years), reducing its dependence on child sponsorship income.

As part of a global family, AAG has a four-fold accountability: to the poor and excluded communities with whom we work, to the Government (at both local and national levels), to development partners with whom we work in partnership, and to the AAI global family. We respond to these multiple accountabilities taking into account (particularly) the AA values of solidarity with the poor, honesty and transparency, humility, independence and courage of conviction.

AAG considers that the staff are its most valuable asset, and will therefore continue to manage its human resource with the utmost consideration. AAG will seek to recruit and retain the highest calibre of staff and also ensure that the work environment is free from any form of harassment. AAG will work to increase the diversity of its workforce, positively encouraging women into the organization to redress past patterns of gender imbalance. This will ensure that AAG has the quality staff required to operationalise CSP IV.

AAG's Board of Trustees is now four years old. The Board has continued to grow in confidence and is increasingly providing the strategic direction required to move the Affiliate Programme ahead. Adequate provision has been made to ensure that the Board continues to improve its governance of Affiliate Ghana to ensure that AAG becomes the 'best of the best' in the AAI global family.

A number of risks which were identified during the CSP III period will be addressed through strategies mapped out to mitigate them as we implement CSP IV.

The CSP IV document is organised into seven parts. Section one provides an introduction to the strategy while part two discusses the development context within which the strategy was developed. Section 3 provides an analysis of the poverty situation in Ghana. Section 4 discusses the approaches being adopted to implement CSP IV. Section 5 discusses the broad strategic objectives, strategies and the key actions to be undertaken. Section 6 discusses the enabling strategies to be employed during the CSP IV period.

There are also detailed appendices providing information on AAG,s partnership policy and practice, our monitoring and evaluation frame work as well as analysis of the risks facing the Affiliate programme.

CHAPTER
TWO

Development Context

2.1 External Environment

Although governments and development organisations have designed and put in place relevant programmes whose prime objectives are to reduce poverty in developing economies, poverty continues to be a challenge. Globally,

It is also worth noting that the world's economic development is controlled by international financial institutions (IFI's) such as the World Bank and International Monetary Fund (IMF). Frequently, issues of trade between countries are dictated by the World Trade Organisation (WTO) and implemented through mechanisms such

Launch of Training Manual for Assembly Women and Women Leaders

ecological, cultural, communication, economic and political developments have affected developing countries (including Ghana) both positively and negatively. The global financial, fuel and food crises; climate change, the drive for bio-fuels and its attendant implications for land grabbing, all have worked together to impact the whole world. Compounding the above is the lack of commitment by developed countries to critically address these and other concerns. When the G-20 and G-8 countries meet, they commit to improve the situation of developing countries. Fortunately, in most cases they fail to fulfil these promises so that developing countries continue to experience the effects of poverty compounding their development challenges.

as the Economic Partnership Agreements (EPA) which are weighted to the disadvantage of developing countries.

Ghana is no exception. Ghana like all other developing countries is facing all these threats above. The effects of the food, fuel and financial crises are being felt by all citizens; bio-fuel companies are in all regions of the country grabbing large tracts of land previously used for farming; the effects of climate change are already evident in the extreme changes in the weather patterns being suffered by the poor in the three northern regions leading to increased food insecurity and extreme hardship.

On the trade front, the government of Ghana is considering signing the EPA

which ActionAid believes will be to the detriment of the majority of farmers in the country – particularly poultry, rice and tomato farmers.

2.2 External environment: Ghana

Ghana, like many other African countries, is economically dependent on a few key exports and is challenged by a lack of regional integration as well as by weak state institutions. Weak governance and corruption are endemic, with most duty bearers unwilling to be held accountable, while communities remain largely unaware of their rights and even when aware, lack the confidence to hold duty bearers to account.

Ghana's development context is also characterised by human security and emergency issues in the form of perennial flooding and drought (especially the north of the country) and conflicts primarily due to chieftaincy disputes, that need to be conclusively resolved to enhance the living standards of the poor and excluded. Ghana's development context is also characterized by inadequate finance to improve the quality of key services including education - many communities still do not have adequate school infrastructure (including sanitation facilities), trained teachers or teaching and learning aids, all required to promote effective education. In the health sector, inadequate infrastructure, inadequate personnel and poor provision of services all mirror the situation in the education sector.

These challenges and others make it imperative that AAG and partner communities continue to demand from state institutions that the rights of the poor and excluded are protected, fulfilled and respected.

2.3 Internal Environment: ActionAid International

The ActionAid International environment has also been affected by the global credit crunch which has had a direct impact on the work of AAG. Consequences include slowing income growth as well as depreciation of income raised as a result of exchange rate movements. All these have resulted in a decline in unrestricted income.

The immediate financial impact on Country Programmes (CP's) like Ghana has been a decreasing spending power, although to date AAG has not had to make significant reductions in her activities, unlike other CPs. However, there are concerns that the financial crises will have a significant impact on AAG in the medium term and on AAI immediately as reflected in the new AAI strategy. AAI has reviewed its strategy - 'rights to end poverty' (ended in 2010), and this has provided the spring board for the development of the AA strategy for 2011-2016.

The first step of the review process entailed an initial internal review which made several major recommendations which senior management accepted and have already implemented in anticipation of the full external review. The internal review reported that AAI had performed well in the areas of women's rights, human emergencies, education, policy work, and fundraising.

However, areas that needed improvement included the right to food, campaigns, communications, HR/OD, knowledge improvement, impact assessment and shared learning, accountability and ALPS.

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[3] Ghana is ranked 69th most corrupt country out of 183 countries in Transparency International's 2011 corruption perception survey. Ghana scored 3.9 on the survey, where 9 is classified as very clean.

The review specifically recommended the dropping of the HIV/AIDS theme at the international level, as 'AAI has failed to significantly influence policy or innovative programmes while AAI is competing with other players strategically positioned to play more effective roles and AAI continues to struggle to find a niche in an already crowded space'. However, the review allowed CPs where HIV is a critical issue, to continue with the investments and work with partners on the issue.

Other recommendations of the review were that AAI should cut the number of thematic, strategic and international policy priorities 'as the lack of coherence creates an inordinate pressure on CPs'. The review also recommended scaling down the International Emergencies and Conflict theme to an Emergency Response Unit only.

As part of its internationalization agenda, AAI has been changing its governance structure which culminated in the inauguration of the first General Assembly in June 2009 and the election of a new International Board of Trustees and Board Chair. The organisation continues to move towards an equitable southern led organisation, and in 2009, 2 more African countries (Kenya and Uganda) and two more northern countries (Sweden and Australia) have become Affiliates while Nigeria, Sierra Leone and Malawi have become Associates.

2.4 Internal Environment – ActionAid Ghana

Affiliate Ghana went through a series of reviews as part of preparations for CSP IV, critical outcomes of which indicate that the AP did well in all the thematic areas in CSP III.

The reviews recommended that current themes and initiatives be continued to ensure sustained impact on the lives of the poor and excluded. AAG concurs with the recommendation as she has learned that using the human rights-based approach (HRBA) to development requires more time to see the sustained impact when compared to direct service delivery. However it must be noted that, although there have been significant positive developments there is still the need for more to be done to consolidate the achievements.

The AP has experienced significant challenges working with partners, but the issues have been identified and AAG has developed a strategy to address them in CSP IV. The AP will also ensure that from 2010, AAG works more directly with community-based groups - made up of poor women, men, girls, people living with disabilities (PWDs), people living with HIV/AIDS (PLHA), children, youth and other relevant groups in the partner communities.

AAG underwent various organisational development processes during CSP III as part of its implementation, which resulted in significant changes in its operations. Some of these changes included the introduction of team-based structures at both the regional and national levels and the matrix working approach intended to enhance coordination and performance between themes, functions and regional programmes. AAG needs to continue developing these innovative processes to further enhance team-working and to develop an appropriate organisational culture fit for purpose.

In terms of funding, AAG has been experiencing dwindling child sponsorship income over the CSP III period. Additionally, AAG did not achieve the ambitious 50:50 target it set itself in terms of partnership funding and sponsorship funding. AAG will take on board a key recommendation from the peer review which proposed that fundraising should be made an integral part of the activities of the Executive Management Team (EMT)

and that a new strategy for fundraising should be developed for the CSP IV period.

A key strategy of AAG during the next strategic period will be for Affiliate Ghana to establish itself as a strong entity, one with a high profile in-country to enable it to capitalize on the opportunity of raising more local funding as a result of its 'brand visibility'. This means AAG will need to improve its communication function and develop a communication strategy to assist it to achieve this objective.

Following detailed discussions with staff and the Board, in CSP IV, AAG will take on the new areas of youth as well as maternal and child health. Recognising that work on climate change is already being implemented in the right to food theme and human security and emergencies themes, AAG has decided to reflect this by re-naming the Right to Food theme as 'Food Rights and Climate Change' to accurately reflect the reality.

In CSP IV, AAG expects to become a strong organisation both in-country and in the international development arena to influence policy making to the full benefit of its main constituents - the poor and excluded in Ghana in particular and the world as a whole.
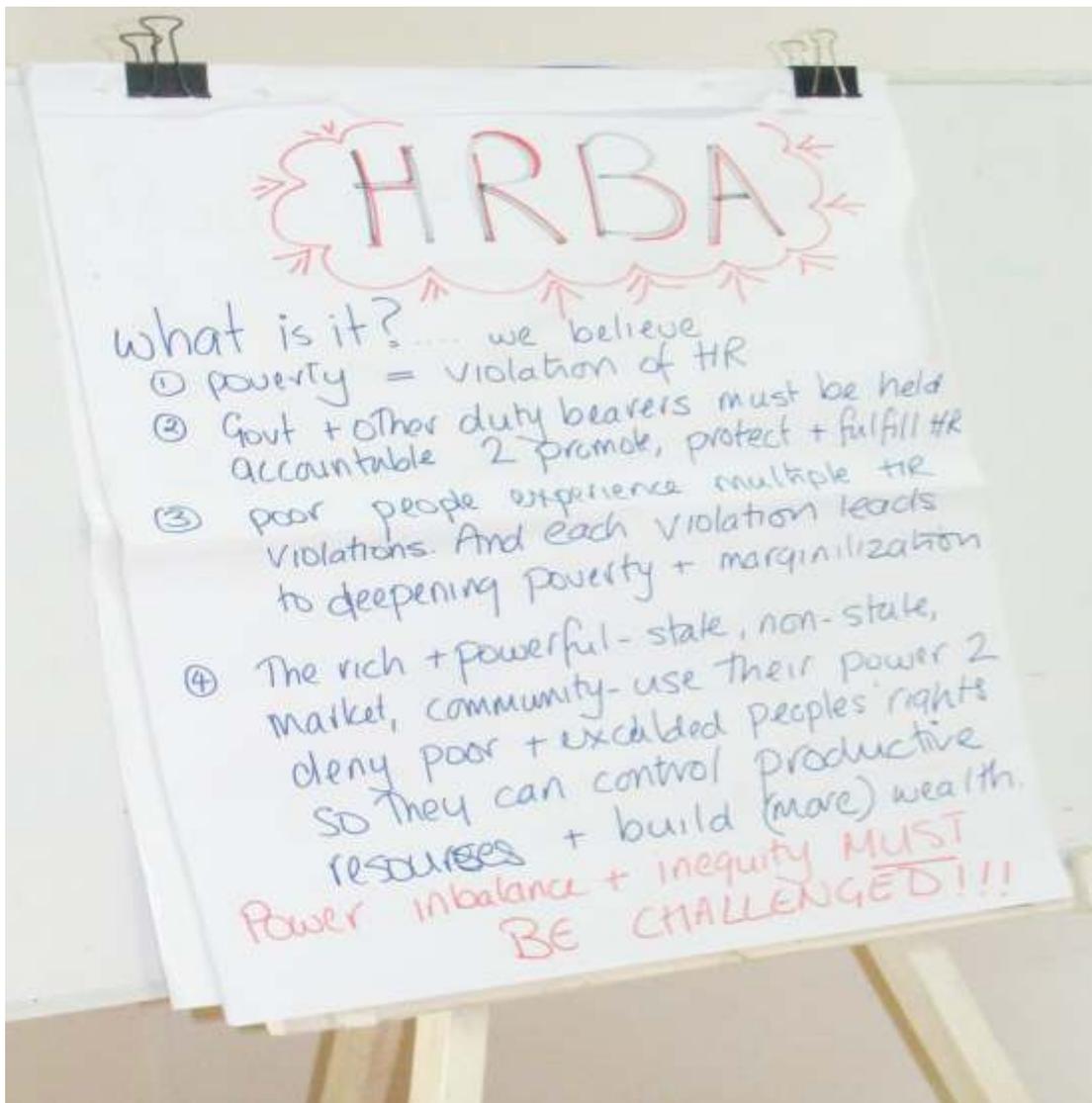
CHAPTER
THREE

Poverty Context

End poverty. Together.

3.1 Introduction

Ghana's promising post-independence future has been eroded due to poor management of the country's resources. Poverty continues to be a major challenge, Currently, Ghana has a poverty level of 28% (Ghana Living Standards Survey-5{GLSS-5}) with the northern part of the country being disproportionately affected (despite most development agencies focusing their efforts there). The segments of the population most affected by poverty are rural farmers and farm workers (majority of whom are women) who produce the bulk of the food for the country. Those in extreme poverty comprise 18% of the total population which is unacceptable. Pragmatic actions therefore need to be taken to ensure that they are brought out of their poverty.

Despite evidence from the Ghana Statistical Service that overall poverty is dropping, evidence from other indicators of poverty e.g. maternal and child health and mortality, indicates that poverty in most rural (and in selected urban areas) is increasing. Evidence from a number of sources including the GLSS suggests that poverty is increasing because policies adopted by successive governments have been ineffective and not nationally owned but rather adopted as part of conditions imposed by the Bretton Woods institutions.

A reflection of policies adopted and implemented in Ghana since the 1980s proves that they have not been effective in ending poverty, nevertheless successive governments continue to turn to these Bretton Woods institutions for support immediately on assumption of power. Policies adopted include the Economic Recovery Programmes I and II, Structural Adjustment Programmes, Programme of Action to Mitigate the Social Cost of Adjustment (PAMSCAD), Highly Indebted Poor Country (HIPC) Initiative, Ghana Poverty Reduction Strategy (GPRS I) and the Growth and Poverty Reduction Strategy (GPRS II). Despite the interventions implemented under these initiatives and contributions made by development organisations (including AAG and its peers), significant numbers of Ghanaians continue to live in poverty.

3.2 Gender Equity and Women's rights

In spite of the existence of national laws, international and regional instruments and commitments, women continue to suffer discrimination. Access to resources such as land, labour, capital and technology discriminate in favour of men (ABANTU, 2004). To address this, gender and development practitioners are focusing on women's participation in leadership and policy-making structures as a core avenue to achieve economic and social justice. As Ghana strives to institutionalize political pluralism, strengthen democracy and good governance, the principle of integrating women as participants and as beneficiaries in planning and policy-making processes becomes much more imperative.

Ghana is a signatory to many international conventions and protocols including the Beijing Platform for Action, CEDAW and the Maputo Protocol which are all targeted at eliminating the discrimination and oppression women face. They recognize the need to enhance women's participation in decision making and leadership. In the Beijing Platform for Action, leaders committed to a minimum target of 30% women's representation in national decision making structures.

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[4] Northern Ghana Food Security and Nutrition Monitoring System : May 2010

However, in Ghana, numbers of women in key decision-making positions where they can exercise power for socio-economic development continues to be minimal. Currently, there are 19 women in a 230-member parliament (the same number as in 1960). Within the local government decision-making structures, intended to achieve a more equitable allocation of power and wealth in the development process, elected women members make up only 10.1%. The Administrative Class in the Civil Service (the biggest employer in the country) has a total figure of 1050 staff of which only 136 are women.

Within political parties the pattern continues. Until Jan 2010, no woman had ever made it to the position of Chairman or General Secretary. The National Democratic Congress (NDC) at its national congress elected the first female Vice-Chairperson. The political party with the highest percentage of women in the National Executive Committee is the Convention Peoples' Party (CPP), and they have the minimum 30% women. The Ministry of Women and Children's Affairs has spotlighted issues of concern to women, but there is definitely a need for a change of strategy to focus more on policy development that will set parameters within which Ghana can achieve the international 30% threshold for women's representation and participation in decision-making at all levels. In CSP IV AAG will therefore be campaigning for institutional reform of male dominated institutions to facilitate women's representation at all levels.

Other major gender concerns include a lack of gender-responsive development planning and inadequate sensitisation on gender issues at national, regional and district levels; the lack of a gender and development approach based on an understanding of gender roles and social relations of women; inadequate research on gender related concerns; inadequate advocacy for gender equality at all levels; all compounded by the lack of a mechanism to monitor and evaluate gender issues.

Violence against women and girls persists on a large scale despite efforts by many actors and organizations to curtail the problem. Statistics from the Domestic Violence and Victims Support Unit (DoVVSU), (the specialized unit of the Ghana Police Service mandated 'to address the rising number of cases of abuse and violence'), confirms the magnitude of the problem. Women, especially in rural areas, remain subject to traditional male dominance and as a result are often denied their statutory entitlements to inheritance and property. The institutionalisation of violence such as female genital mutilation, widowhood rites, child and forced marriage under the guise of socio-cultural-religious practices and beliefs is disturbing. However, steps have been taken by successive governments to address domestic violence in Ghana. The Domestic Violence Act (2007), Act 732, was finally passed in May 2007, after years of vociferous campaigning by women's and

Provision of bore holes in deprive communities would lesson the hardship of poor women

human rights organizations. The Act seeks to provide protection from violence particularly for women and children. However two years later, key provisions of the Act have still not been implemented {the Legislative Instrument (L.I.) is still outstanding}, there is still a lot of work to do to get all the provisions of the Act in place and working effectively.

Having access to and control of land are vital factors in ensuring women's economic livelihood and dependence. The economic value of land cannot be over emphasized; land is central to both social security and economic development. Many studies have found that although women are able to acquire land for various economic activities including farming, they often lack tenure security and control over such lands. In Ghana, land is vested in male-dominated structures such as traditional authorities, chiefs and families which discriminate against women. The inability of women to enjoy security of tenure is a threat to their social and economic development and a major stumbling block in efforts to reduce poverty levels among women. It is against this background that AAG has elected to work on women and land issues. AAG will work to enable women to have easier access to land for their livelihood activities to improve their socio-economic status, reduce their poverty and enable them to contribute effectively to the overall development of Ghana.

Learning from our activities during CSP III, AAG noted that our impact was hindered by the poor health of women and children. Children's attendance and performance in schools and even at the Annual Girls Camps are hampered by ill-health, the same can be said of women's participation in empowerment programmes. AAG's 2007 research documented in 'Food for thought: hungry for solutions' stated that 'in all instances communities (studied) indicated that

hunger affects members of the household differently. Children were said to be the most affected with permanent long-tem debilitating consequences. Women however bear the brunt first, through denying themselves food to satisfy the needs of their families before eating what is left over. Despite attempts of the country to achieve the MDG on maternal and child health, reports persistently indicate that the lives of women and children continue to be at high risk. Some 13.9% of children are still malnourished (GPRS 2008 progress report). In the Upper West, 2010 research indicates that 29.7% of 239 children studied have an average weight less than 80% of the standard reference weight for their respective age group as compared to the Demographic Health Survey (DHS) 2008 figure of 27%. The figure for the northern region using 130 children was that 21.5% of children have an average weight less than 80% of the standard reference weight for their respective age group as compared to the 2008 DHS figure of 21.8%. Indeed, the 2008 DHS reports that 78% of Ghanaian children aged 6-59 months have some level of anaemia and that children in the Upper East (89%) and Upper West (88%) are more likely to be anaemic. There is also a clear correlation between the educational status of women and the levels of anaemia in their children.

The 2008 DHS indicates that (on average) for women aged 15-49, 59% are anaemic. The detailed breakdown was 55% of urban women and 62% of rural women are anaemic. The implications for AAG regions are varied; the Volta and Brong Ahafo regions report 58%, while the northern region reports the national figure of 58%, while the upper East surprisingly has a figure of 48%,(much lower than the national figure) while the Upper West reports a figure almost 10 percentage points higher than the national figure, reporting 67%.

A six-unit classroom block at Wawaso - Supported by ActionAid Ghana

The AAG focus in CSP IV will be on cultural/traditional nutritional practices that continue to adversely affect the health of women and children, through building women power within to make the changes required to improve their health status. AAG's focus in relation to the women's rights theme are linked to the international women's rights agenda, although nationalised for our context. Our work on women and land and violence against women is directly linked to the international agenda.

It is therefore clear that women's rights must continue to be the core of the work of the AP in this strategy.

3.3 Education

A knowledgeable and well-trained workforce is critical for national development so over the years key actors in education have put in place measures to ensure that the education sector produces the human resource needed for national development. However, the sector faces huge challenges thus there

is still a lot to be done to bring about quality education for all.

The 1992 Constitution of Ghana states that *"all persons shall have the right to equal educational opportunities and facilities and to free, compulsory education'* (Article 25:1). The Ghana Education Strategic Plan (ESP) (2003-2015) provides the direction for Ghana to achieve this aspiration. The ESP is informed by Ghana's strategies for the attainment of the 'Education For All' goals and the education related MDGs 2 and 3, as well as the Ghana Poverty Reduction Strategy and the Growth and Poverty Reduction Strategy. The ESP aims at equal access to adequately resourced quality education for all with a Primary Gross Enrolment Rate (PGER) of 107%; a Gross Completion Rate of 100% by 2012 and a Junior High School (JHS) Completion Rate of 100% by 2015; a trained teacher target of 95% at Basic School level and textbook ratio of 3:1.

One key indicator of performance in the education sector in Ghana is enrolment. It is a critical step in providing education to

the citizenry of any country. In 2004/2005 the gross enrolment for kindergarten and primary schools increased from 60.1% and 87.5% to 85.3% and 92.1% respectively in 2005/2006 academic year. The net enrolment for primary school pupils increased from 59.1% in 2004/2005 to 69.2% in 2005/2006 and this reflected in both boys' and girls' enrolment.

Almost seven years of implementation of the ESP and ten years into the MDGs and the EFA goals, Ghana has not achieved any of the targets. Only 43% of kindergarten teachers are trained, while 59% of primary teachers are trained. The figure is better at JHS level at 76% with PGER at 81%. It can be inferred that the quality of learning outcomes have declined as evidenced by the increasingly poor results of the Basic Education Certificate Examinations. AAG must continue to campaign and advocate for the adequate infrastructure, teachers and teaching and learning materials required to ensure quality basic education.

Although adult literacy is included in the EFA goals, it receives only about 1.4% of the education budget despite the fact that the last population census indicated a national adult illiteracy rate of 53.3% (for those 15 years and above). In CSP IV, AAG will be re-invigorating existing but declining REFLECT circles and establishing new circles in communities where circles currently do not exist. In addition to working on functional literacy, the circles will also be an avenue to build community understanding of not only their rights but also their responsibilities.
The factors that have contributed to this slow progress towards attaining the EFA goals, include inadequacy of resources allocated to education; seeming indifference of parents towards the quality of education provided; lack of teaching and learning materials and inadequate infrastructure (including sanitary facilities); insufficiencies in numbers and

quality of teachers as well as violations of the rights of children, especially girls, in school, all of which will be the focus of specific activities over the CSP period.

AAG's interventions in education are directly linked to the international agenda re-invigorating REFLECT, reviewing educational financing and ensuring quality education for all.

3.4 Food Rights and Climate Change

In CSP IV, the name of this theme has been revised to more accurately reflect the direction of the Affiliate Ghana. During CSP III, climate change adaption activities have been undertaken by some regional programmes under the right to food and education themes. In CSP IV the AP has agreed to highlight its climate change work linking it with the right to food. Agriculture is the predominant economic activity in Ghana, employing 50.6% of the workforce and producing 37% of the Gross Domestic Product (GDP). Approximately 70% of the rural population depends on agricultural activities as their source of income. Smallholder farmers - the majority of whom are women - generate 80% of total agricultural production in Ghana (FAO Corporate Document Repository 2009).

The agricultural sector has been subjected to phenomena that continue to impact negatively on attainment of food security including rising food prices, the global financial crisis, the energy crisis, land grabbing (specifically in relation to the emerging bio-fuel phenomenon), climate change and unfair trade policies among others.

In Ghana 400,000 hectares (2.12% of Ghana's arable land) of land have been transferred to foreign investors for bio-fuel projects, key among which are jatropha, oil-palm and maize cultivation. Bio-fuels are currently being touted as a

panacea to the fossil fuel crisis. This phenomenon has led to the displacement of small-scale farmers who hitherto depended on these lands for their livelihood and food production. The effects of this land grabbing include deforestation, a key contributing factor to climate variations currently being experienced in Ghana, and which have resulted in severe setbacks to food production, especially in Northern Ghana. Another effect is the unknown impact of land grabbing on availability of land for future generations of young Ghanaian farmers. It is therefore critical that AAG initiate advocacy activities on regulation issues related to these companies' acquisition and use of lands as well as the land tenure system.

The inability of the Government to implement the Maputo Declaration to commit at least 10% of national budget to agriculture; the low agricultural extension staff to farmers ratio (1:1,500); and the recent ban on employment of public sector workers made it more difficult to employ agricultural extension workers, which has contributed to the decreased adoption of improved farming technologies by farmers. Meanwhile, poorly organized and voiceless farmer associations and networks are often excluded from decision making processes, thus agricultural policies fail to reflect their concerns and expectations.

In respect of climate justice, AAG will focus on the science of climate change and how individuals are contributing to the greening of the planet. Affiliate Ghana will work with communities to ensure we are adapting appropriately to climate changes as well as identifying how we can mitigate the effects of climate change. AAG will continue to advocate that the developed countries have a responsibility to pay for the majority of the adaptations required by developing countries to mitigate the impacts of climate change.

This background, gives AAG the impetus to work actively with state institutions, other CSOs, farmers and their organisations and development partners to ensure that pro-poor policies are put in place. These will go some way to address the challenges in the farming sector and bring about increased food production and food security and reduce poverty faced by Ghanaian farmers.

3.5 Human Security in Conflict and Emergencies

Apart from partisan political tensions which are cyclical, chieftaincy conflicts arising from questions of ownership and control of natural resources and succession are the main causes of conflicts in Ghana. Isolated chieftaincy conflicts in northern Ghana have been simmering over several generations but sporadic violent conflicts especially in Bawku and Dagbon have attracted national attention and have been a drain on national resources. An estimated GH¢6m is spent annually in maintaining peace and security in Bawku. Government and NGO investment in keeping peace notwithstanding, lives and property are regularly lost with thousands of displaced men, women and children each time conflict erupts.

Seasonal trends of natural disasters in Ghana have gone beyond being a solely northern Ghana phenomenon to engulf the whole country. Communities that had not been experiencing recurrent droughts, floods and other natural disasters have now become the epicentres of such calamities. All these communities however have not yet developed the resilience needed to withstand the emerging trends.

The effects of both conflicts and natural disasters in Ghana have not been addressed in a manner that resolves the

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[5] (Spore Magazine 142, August 2009)

root causes of these emergencies. Government policy including agreements ratified at the UN level have remained largely unimplemented; civil society is poorly organized on the issue of human security and people affected by the disasters are poorly mobilised and do not have a common voice.

Despite the AAI decision to stop working on conflict issues, the Ghana context cannot sustain the implementation of such a decision. In CSP IV, AAG will work in two regional programmes on conflict issues (Upper East and Northern regions) and in Upper East, Upper West and Northern regions on disaster / emergency issues.

3.6 HIV/AIDS

The national HIV prevalence rate has declined from 2.7 per cent in 2005 to 1.7 per cent in 2008, indicating a stabilizing condition. The highest prevalence level was recorded in the 25 to 29 year group while the lowest was recorded in the 15-19 age group. The estimated number of persons living with HIV and AIDS in 2008 was 236,151 (98,306 males and 137,845 females). In all, 22,541 new infections and 18,082 deaths were recorded with 2,241 of these being children. The number of persons living with HIV and AIDS will continue to increase due to the combined effects of population growth and an increasing number of HIV infected persons currently surviving because of Anti Retroviral Therapy (ART). Total adult need for ART is expected to increase beyond the current estimate of 63,137.

The Ghana AIDS Commission reviewed its National Strategic Framework II, covering 2006–2010, with stakeholders, bilateral and multilateral partners. The strategic framework focuses on policy, advocacy, an enabling environment; coordination and management of the decentralized response; research and surveillance; and monitoring and evaluation. Following the Declaration of Commitment of the United Nations General Assembly Special Session on HIV/AIDS in 2001, the Government of Ghana earmarked 15% of its health budget for HIV/AIDS activities, and all ministries were asked to create an HIV/AIDS budget line. Unfortunately most of them did not comply due to budgetary constraints.

People living with HIV/AIDS suffer discrimination due to the persistent belief that HIV/AIDS is contracted due to promiscuity. As a result, PLWHA's experience persistent violation of their rights to live a life of dignity. Affiliate Ghana will work with partners like the Ghana Network of Persons Living with HIV and AIDS (NAP+) to ensure that people living with HIV and AIDS are able to advocate and lobby for themselves on issues affecting their right to health and dignity.

3.7 Governance

One of the key challenges to poverty reduction and enjoyment of human rights is the lack of good governance. Good governance demands the active participation of civil society groups, private sector, other identifiable groups and individual citizens in the affairs of the community at all levels - local to national. It requires both government creating and citizens taking the space to debate critical issues. Good governance connotes citizens demanding accountability from duty-bearers as well as government and its bureaucracies being responsive, transparent and accountable at all places and at all times.

In our Ghanaian context, at the local level, it means that District Assemblies, its structures, agents and leadership have to open up and establish structured communication processes with civil society groups including farmers' associations, women's groups,

PTAs/SMCs, youth groups, children's forums, professional and trade associations, traditional leaders and communities with a view to ensuring that their voices are heard and reflected in policy-making at the local level. It also means all stakeholders (including communities) have to take responsibility for ensuring that they take all the actions required to achieve the desired outcomes.

At the national level there is the need for civil society to continue to work with policy makers especially on the decentralization policy discourse and implementation to share lessons and challenges from all the various levels with a view to reforming the policy and its subsidiary legislation for greater positive impact. Promoting good governance also requires that democratic civil groups join forces to support transparency, accountability and integrity in public management.

In holding government structures accountable, AAG will work with networks and coalitions, other non-state actors, international NGOs, traditional authorities and government structures to influence pro-poor policies to achieve CSP IV objectives. Critical to this process will be advocacy for increased transfers of funds from the national budget to the local level. Whenever appropriate, AAG will create forums for dialogue between local groups and citizens and government to enhance pro-poor budgeting. Stakeholders' capacities will be built to undertake budget tracking of the implementation of activities under the decentralization programme to ensure that the political structures become truly accountable to all citizens in the various localities.

CHAPTER
FOUR

Review of programme against CSP III objectives

End poverty. Together.

4.0 Introduction

AAG set a transformative agenda for CSP III that focused on **'power'** as the central theme of its work to facilitate empowerment of the poor and vulnerable to advocate for their rights. Strategic objectives were set and programming implemented around the four dimensions of power namely, *"power to"* claim rights, *"power over"* to address power relationships, *"power with"* to work with others and *"power within"* to understand their situations, their options and to make choices to change their circumstances.

4.1 Impact of AAG's Interventions

During the CSP III period, AAG initiated interventions with the aim of challenging power relations to shift the power advantage to poor and excluded people to enable them to gain control of the resources needed to change their lives. AAG through its interventions in its six themes made significant positive impacts on the lives of poor and excluded people. Some of the achievements have been captured in table 2 below.

Table 2: Impact of AAG Interventions during CSP III

No.	Theme	Objectives and Impact Made
1.	Education	**Obj: Communities empowered to hold government accountable for the provision of quality education-** AAG worked with 113 PTAs/SMCs who, following discussions with state institutions, have been able to acquire increased resources, improved infrastructure, more teachers, teaching and learning materials for schools their poor and excluded communities. **Obj: Improved performance in schools in poor communities -** Through the interventions of AAG and others there were marked improvements in the performance of selected schools in the BECE examinations. The Asutifi district improved its performance from always being the bottom of the league table in the region to the second best at the national level in 2005 with an 81.6% pass rate. The Kadjebi district also improved its performance from a 45% pass rate in 2007 to 63% in 2008. **Obj: Increased implementation of pro-poor education policies -** The GNECC, with support from AAG, succeeded in its campaign for an increase in the capitation grant (intended to relieve parents of the burden of paying school fees at the basic level) from Ghc3.00 in 2006 to Ghc4.50 in 2009.

| 2. | Women's rights | **Obj: Increased opportunities and participation of women and girls in decision making at all levels -** The CSPIII period saw a phenomenal increase in the number of women who took part in decision-making especially at the district level. In 2006 a total of 1772 women were mobilised to contest in local level elections resulting in 478 being elected- this was unprecedented in the history of the country.

Obj: Increased number of women confident to take up leadership roles - CSP III saw an increase in the numbers of women who took up positions especially in the District Assemblies. It was the first time women became Presiding Members and Secretaries to Sub-Committees.

Obj: Increased number of norms, laws and practices which are responsive to the rights of women and effective enforcement of constitutional provisions - A major feat achieved during the period was the passage of the Domestic Violence Act in 2007. The campaign was fully supported by AAG.

Obj: Increased number of powerful, representative and effective women rights movements - The period under review saw an increase in the numbers of women's groups made up of poor people who demanded their 'share' of the national cake in all their endeavours. Two of such groups are the women's wing of PLWHAs in the Northern and Upper East regions who demanded their rights for the provision of ARVs at the Yendi hospital and also drew government's attention to the shortage of ARV's. Authorities at both regional and national levels responded positively to the demands and provided the required amounts of the medications. |
|---|---|---|
| 3. | Right to Food | **Obj: Poor people empowered to access and control productive resources and secure their right to food** –AAG built the capacity of 150 poor farmers on mining laws and the right to information enabling them to demand fair compensation from Newmont Mining Company who had taken over their lands and livelihoods. The knowledge enabled them to secure representation on the Crops Rates and Review Committee (CRRC), which determined the compensation level and through their advocacy efforts succeeded in getting an increase to the compensation per farmer from US$2840 in 2004 to US$4298 in 2008.

Obj: Increased campaigns for food rights and trade related issues – One campaign involved the participation of poor people in the International Food Rights campaign for pro-poor trade policies. Specifically the "STOP EPAs" campaign provided a platform for farmers to challenge government on policies and reforms which negatively affected their livelihoods and their right to food. The campaign gained a lot of media interest -locally and internationally serving to further entrench the impact of AAG activities. |

		Obj: Increased activism among poor farmers for pro-poor policies –AAG mobilised and worked with farmers in the Asutifi district to ensure that the activities of Newmont Mining Company did not have adverse effects on their livelihoods. During a training session the idea of forming a monitoring team in Asutifi was proposed and accepted by all participants. The committee was duly formed and has been functioning effectively since 2005- with AAGs support. The team is one of the key actors who are always consulted on environmental issues in the district. The FARM II project has been very effective in addressing the issue of food safety and rights after the floods of 2007. There are now in existence 12 women's livelihood groups, who by working together, have gained more confidence to demand fair prices for their produce and even have got in touch with policy makers and discussed issues that affect them. In 105 communities in the Northern region,1,558 women have been supported by AAG to successfully venture into trades traditionally viewed as male preserves, albeit with some initial opposition.
4.	HIV/AIDS	**Obj: Increased community driven responses to HIV/AIDS** - AAG has worked with more than 800 PLWHAs. Out of this number 550 were able to access ARTs in 2008 alone. AAG supported various PLWHA networks providing training to enhance knowledge of their rights, advocacy and lobbying and the negotiation skills needed to engage stakeholders. In the Upper West this resulted in PLWHA receiving subsidized treatment and healthcare, after a successful meeting with the Regional Minister. **Obj: Reduced stigmatisation and increased support and acceptance of PLWHAs –** AAG supported community sensitization and education to challenge stigmatization and discrimination of PLWHAs. **Obj: Increased confidence of PLWHAS to live positively and improve their living standards** - Through running advocacy training and capacity building programmes AAG empowered PLWHAs to speak out publically to engage society on their rights to better health facilities and policies to promote their safety. These PLWHAs served as mentors to each other by boldly speaking publicly at organised programmes about the dangers of HIV/AIDS and the need to stop stigmatisation and discrimination to allow people to live more fulfilling lives.

| 5. | Human Security in Conflict and Emergencies | **Obj: Increased awareness of schools and communities regarding approaches to prevent conflict**- AAG increased the awareness in all the schools and communities in which AAG works regarding approaches to peace building to prevent conflicts.

Mediation skills training provided for traditional authorities in the Greater Accra region boosted their confidence and lessened the number of conflict cases sent to the chiefs.

A platform for dialogue has been created to resolve conflict issues amicably through the formation of a District Peace Building Committee in Brong Ahafo.

Very young children in all AAGs 12 DAs have been educated on the need to co-habit peacefully and employ amicable solutions to solve disputes through (initially) peace clubs, now including reading, rights and girls' clubs. It is expected that these children will develop a culture of tolerance for each other. |
| | | **Obj: Increased number of vibrant networks of women in peace building-** In the Northern Region, women and children have organised peace walks to decry the lingering conflicts and the negative effects on them in particular.

The Women's Rights Advocacy Network, an association of Queen Mothers, supported by AAG in the Greater Accra region, has attained immense achievement in their ability and power to solve even the worst of issues amicably.

They have attracted national recognition, and are now serving on national Alternative Dispute Resolution (ADR) Committees. |

4.2 Challenges

At the local level, Government works through the District Assembly structures, which are expected to be more responsive to local needs. However, the resources allocated to work at the district level have been acknowledged by all to be woefully inadequate for the needs of these very poor communities. Paradoxically, the human rights based approach (HRBA) requires that AAG empower communities to demand their rights of duty bearers, which we do - fully

cognisant that most of these demands cannot and therefore will not be met.

It is therefore not surprising that despite the successes achieved during CSP III, there were serious challenges on which AAG needs to concentrate during CSP IV. These include the high poverty levels in the rural areas; the magnitude of immediate needs in communities coupled with local government's limited ability to meet those needs. The latter poses particular challenges for the facilitating approach that AAG uses to empower the

poor and excluded. When government does not meet their needs, they return to AAG to demand that AAG respond. When this is not possible, the perception is that AAG (not the duty bearers) has not met their needs. In some cases this led to resistance to the new HRB approach and therefore reduced impact.

"ActionAid has done a lot for us. But for me the road is the major challenge. So whatever ActionAid does without the road, I will say they have done nothing". *(*A man in Kpene, a partner community)

Socio-cultural beliefs and practices, with their underlying deep-seated patriarchal values about women and the high illiteracy rates in the rural areas (especially for women) also pose a significant challenge to AAG initiatives in the regions. For example in almost all women's groups, the secretaries are male, as all the women in the community are still illiterate. Despite the concerted efforts to restructure the current power dynamic, AAG is fighting centuries old systems where men have held the power and are unwilling to give it up easily. We are already seeing the backlash where men in communities are increasingly

challenging our women's rights priority and are demanding that AAG divert resources to work with men, not recognising that our work with women directly benefits them. *"You have left out the men"*, accused one man in Nsuobere, in the Greater Accra region. In CSP IV we will review our messaging to address up front this erroneous perception.

Operationally, our work with partners has continued to pose varied challenges. Due to limited funding opportunities, partners in a number of regions are wholly dependent on AAG. This does not augur well for sustainability of the interventions should AAG phase out of the region. It has also been manifest during CSP III that partners still have internal capacity challenges, in understanding the HRBA concept, in understanding their financial accountabilities and in retaining good staff, all of which affect their ability to deliver quality programmes on the ground.

As indicated elsewhere, our sponsorship resources have been dwindling over the years, and partnership income (despite assiduous efforts) has not matched our ambitions causing some concern among

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[6] Group discussion with Kpene community on 16th May 2009

staff and partners. There has been a conscious effort to manage the burgeoning staff costs by selectively replacing only some of the staff who leave AAG. This strategy however means additional work for staff left behind, thus affecting staff morale which has to be managed by the AP leadership.

The power dynamics inherent in becoming an Affiliate Programme puts AAG in a unique position as the first African Affiliate. As the first, there are huge challenges in forging the path. There is a clear tension between being described as an 'independent' AP but with very close links and responsibilities to the AA family. Indeed the multiple responsibilities and accountabilities will take some time to resolve to ensure that both the AP and the rest of AAI understand and accept where the AP has the right, and indeed the responsibility, to make its own decisions (without being challenged). There needs to be a paradigm shift in thinking and approach in which the AP seizes more power and AAI releases some of its power. The AAG Board and General Assembly are committed to this process and are gearing up to respond to this new challenge of where their autonomy begins and ends.

Politically, in most LRPs, our challenges are the ones faced by any NGO working using a rights based approach to empower communities to challenge and demand their rights from duty bearers. In CSP III, AAG has on several occasions been accused for being 'anti-government' and participating in partisan politics just because duty bearers did not understand the rights based approach. In respect of human security issues, the conflicts in the Yendi and Bawku areas (which have a party political taint) seriously adversely affected our work in these LRPs. Indeed, since 2008, the work in Bawku has been at almost standstill, seriously compromising the gains made in CSP III.

One of the key challenges during the last two CSP periods has been the lack of focus on the responsibilities aspect when working on the 'rights' angle. Many communities still consider that interventions undertaken in their communities by AAG 'belong' to AAG. This has sometimes resulted in some inappropriate requests to AAG example a request from a women's group that AAG provide them with a donkey cart. However, this women's group has been empowered enough that they have been able to save 600 cedis from an AAG provided corn mill, training in its management and basic bookkeeping. They could quite easily have bought this donkey cart themselves from their profit, yet they failed to take responsibility for the next step in their development – rather, they asked AAG to provide it In another example after AAG provided a bore-hole and set in place and trained the water and sanitation committee to manage it, AAG was approached to undertake minor repairs. Learning from these and other examples and to ensure that communities becomes self-reliant, in CSP IV, AAG will be linking 'responsibilities' with rights to ensure sustainability.

4.3 Forward into CSP IV

4.3.1 Programmes

From the external and peer reviews, it is clear that AAG must continue to be proactive in championing the cause of the poor and vulnerable because there is a discernable positive impact in the poor communities in which AAG works. Also unquestioned is the fact that women's rights must continue to remain at the core of all we do.

The main themes recommended by the external review for AAG to carry forward into CSP IV are **gender equity and women's rights**; and **right to education** as well as **rights to food**. In discussion with the Board and the Senior

Management Team, it was agreed that the Ghana context also demands that AAG work on maternal and child health (MCH) as the links between health and poverty are well established. Poverty forces people to live in unsafe environments, poverty denies people access to health care (including routine preventative services like pre and postnatal care and vaccinations), poverty

the necessary changes to improve their own and their children's health.

Although there is a clear link between poor health and food insecurity it has been agreed that work on maternal and child health will be carried out under the women's rights theme to achieve our mission of ending poverty.

also denies people access to institutions that could take them out of poverty. Poor maternal education is one of the most important determinants of child health, particularly child malnutrition. Child malnutrition leads to sicker, developmentally impaired children who are less likely to succeed later in life. Malnutrition significantly increases the risk of morbidity and mortality in children. In Ghana 13.9% of children under five are classified as underweight.

Recognising that AAG is not a health focussed NGO, we will restrain our interventions on addressing harmful traditional practices that adversely affect the nutritional health of children while building the power within women to make

As Ghana remains a strongly patriarchal society, with norms and mores constraining women's' and girls' behaviour AAG during CSP III AAG piloted interventions working with traditional and faith leaders as champions of change in the fight against violence against women. These few interventions yielded immediate positive results. While not abandoning the focus on building the power within women and girls to demand their rights, AAG in CSP IV, will build the linkages to ensure that men do not maintain their entrenched practices resulting in women and girls hitting a "concrete ceiling" when they try to rise as a result of their empowerment. Not shifting the thinking of the power brokers will result in women and girls experiencing frustration when demand

their rights but are denied by entrenched structures. Affiliate Ghana will however not be allocating a disproportionate amount of resources to this strategy and will work to incorporate the activities within already ongoing interventions.

Additionally, in view of the importance and the impact of climate change on poor farmers (particularly in the 3 northern regions) and recognising the fact that the AP has been working on issues of climate change throughout the last CSP, it was decided to reflect this by amending the right to food theme to **right to food and climate change.**

As in CSP III, **human security in emergencies and conflict; governance**; and **HIV/AIDS** will be mainstreamed into the main themes, and if not critical to the regional programme context they will not be undertaken.

In addition, in CSP IV, AAG will work more with **young people**. It is clear that the cultural practice of ignoring the youth or at best treating them as an after-thought must be challenged to ensure that the gains made are generational. It is also in recognition of the fact that the youth are more likely to take risks and to try innovative ideas and practices.

However, to ensure that the AP is not stretched too thin trying to achieve the impossible, each of the regional programmes will select two of these themes on which to focus in CSP IV. To improve the quality of our work, we will be working at the intersect of 2 or 3 themes wherever possible, as we have learned from CSP III that this inter-thematic working leads to increased impact and improved synergy.

AAG will develop innovative ways of communicating its change to partners and communities, especially on HRBA. It is obvious that with the high turnover of partner staff, some of the concepts of HRBA as a methodology and a tool have been lost. In CSP IV, training in HRBA will be revived which will deepen the quality and longevity of our programming work.

In CSP IV, the focus will be on the 2 powers of **'power with'** and **'power within'**. The peer review indicated that AAG has made considerable progress in respect of 'power over' and 'power to'. With this sharpened focus, AAG expects that communities will be more able to change the terms of negotiation with duty bearers.

As a member of the AAI family, we are committed to adding value to the policies and strategies of the organisation. We will continue to engage on emerging issues ensuring that the global perspectives adequately incorporate the local dimensions.

It is the view of the Board and Senior Management that these changes will go a long way during the CSP IV period to bring about increased effectiveness in AAG's work and make the required impact by the end of 2014.

i. Women's Rights and Empowerment

Poor people have poor knowledge of their rights. Interventions aimed at addressing poverty in our women's rights work will be on women in decision making and leadership, women and land, economic empowerment for women and violence against women and girls. As the government is working on gender budgeting in all its budgeting processes, AAG will also continue to advocate that more funding is allocated for gender-related issues. As mentioned earlier, the issues of maternal and child health and malnutrition have a huge impact on the levels of poverty. Ghana is failing in its efforts to achieve the MDG 4.

In CSP IV, AAG will start to work directly on this theme as a way to end poverty,

focussing, in the first instance, on using locally available foods to improve child nutrition and also undertaking advocacy (in partnership with other health focussed NGOs) to direct more attention on maternal and child health issues in the country.

ii. Education

The work in education has highlighted three overarching issues which AAG has decided to concentrate on to ensure quality education. In CSP IV the emphasis of the education theme will be on education financing, adult literacy (with emphasis on women) and ensuring the rights of children in school.

In this respect AAG will continue to work to ensure that there are more resources - finance and qualified personnel in schools, reactivate and strengthen REFLECT and also ensure that children are accorded their rights and entitlements both at school and in the home. AAG will also continue to strengthen school governance initiatives to ensure that issues are dealt with as and when they emerge. The overall objective will be to improve access to quality education.

iii. Right to food and climate change

The World Food Programme (WFP) projects more hunger and distress in the next few years. Given this trend, investing in food security will be considered a priority, with continued focus on reducing regional and socio-economic disparities. The focus of combating food insecurity would be on the three northern regions, where most people live on substantially less than $1 a day.

More specific interventions will include providing support to smallholder agriculture to reduce household vulnerability to market shocks; increasing the availability of microfinance through the re-introduction of the savings and credit scheme, which will lessen farmers' vulnerability to volatile market prices. Anti-poverty interventions will retain their focus on rural areas where poverty remains highest even after taking into account the adverse impact on the urban poor due to recent global trends.

In respect of climate change, CSP IV will bring the issues of climate change more to the fore. Climate change work is not new to the AP, although it has never been accorded the profile it ought to have. In CSP IV, the AP will continue to work on issues of adaptation with the farming communities – including reviewing indigenous farming technologies and new seed varieties among other initiatives. We will seek project funding for initiatives on water harvesting and management. We will also deepen our work with youth on issues of disaster risk reduction and actions they can take to adapt to climate change. We will also be advocating for climate change to be added to the school curriculum to ensure that the impact is not restricted to the communities in which AAG works.

Omati Dam under construction

44

It must be noted that the following themes will not be core themes for AAG. Some regional programmes may work on them in conjunction with other themes or may choose not to work on them at all – depending on the context in their LRPs.

HIV and AIDS: The increasing trend in the prevalence rates among the youth (15–24 years) is worrying and may undermine efforts at preventing new infections. Therefore in CSP IV work will focus on reducing stigma and discrimination while working primarily with youth and women. In specific LRPs we will focus on social and cultural practices that are likely to increase the spread of HIV and AIDS. In conjunction with the education theme we will increase our prevention work in schools.

Governance: AAG worked well at ensuring that democracy was deepened during the CSP III. During CSP IV, citizen participation in local governance will be strengthened. Increased advocacy will be carried out for policies that will strengthen women's participation in decision-making. In particular the '50:50 campaign' will ensure that equal numbers of women and women are appointed to state institutions. AAG will mainstream local level governance in its thematic work because it is pivotal in ensuring that resources are managed efficiently to reduce poverty.

Recognizing that governance underpins the ability of stakeholders to challenge the existing power structures, AAG will work to strengthen her local partners in democratic principles and will sensitize them and other civil society groups on local government processes (such as planning and budgeting, tendering, auditing etc). AAG will also sensitize citizens on their civic responsibilities.

Governance will be a critical theme when developing leadership skills and joint problem-solving skills in civil society groups like PTAs, women's associations, youth initiatives (like CREST), and among local government organizations.

Human Security in Conflict and Emergencies: In this theme, in CSP III, AAG established structures which were fully utilised when disasters struck. These structures are located right in the communities in which AAG works. Building on the work in CSP III, these structures' capacities will be strengthened so they can lead their communities' development agenda in the areas of conflicts and emergencies when they arise. They will also be strengthened to take action to prevent potential conflicts and emergencies arising during CSP IV.

4.4. Human Resource Development and Management

To maintain the momentum and consolidate the gains made, AAG will deepen induction programmes for new employees. Refresher courses on HRBA will also be organised for all staff, partners and community members. Coaching and mentoring programmes will be developed for staff to ensure that staff have all the skills they need to be able to deliver on the objectives of CSP IV. In managing performance, staff appraisals will be broadened to include personal results development plans as an innovative way to motivate staff. To improve knowledge development and management, AAG will document and share procedures in addition to documenting experiences and lessons learned. Tools, procedures and good practices will also be uploaded onto the AAG website to serve a wider audience. AAG will also develop a

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[7] Children's reflection and empowerment for social transformation (CREST) is a new methodology being developed for improving AA's work with the youth.

cultural renewal plan in line with the CSP, and will review it annually to ensure that the organisation's culture supports the strategy.

4.5. Fundraising and Financial Management

It has to be acknowledged that the fundraising targets set for CSP III were extremely ambitious, thus were never achieved. In CSP IV, these have been reviewed to make them more realistic.

her work in all the core themes under their corporate social responsibility agenda. We will also strengthen our partners' capacity for fund-raising and also explore the viability of a local community sponsorship scheme. AAG will also seek more support from the International Partnership Unit of AAI in the development of proposals so that more successful proposals can be developed to get funding for its work during the period and beyond.

Launch of AAG fundraising card

AAG is also adding a third source of funding - funding from local sources including innovations like fundraising events and the AAG fundraising card to the funds currently received from sponsorship and partnership. A ratio of 45:45:10 for sponsorship, partnership and local fundraising, respectively is proposed for CSP IV.

AAG will diversify funding sources by targeting corporate bodies for funds for

Strategies will also be devised to increase the potential of the fund raising card to raise more funds for AAG (through scoping / grouping of potential donors and meeting them or targeting them differently).

Learning from the challenges of working with partners in CSP III, regional accountants will make a concerted effort to support AAG partners to roll out and strengthen their financial management

and control systems. The regular practice of developing quarterly, monthly and annual plans and increasing financial monitoring and expenditure verification will all be improved as part of the process of strengthening the financial management systems of both AAG and her partners.

4.6 Opportunities and Risks

During CSP III, a number of opportunities and risks were identified. AAG will seize the available opportunities and work on the risks to improve its performance in CSP IV.

4.6.1 Opportunities

The opportunities available to AAG for the coming years are numerous. Internationally, they include opportunities the global financial crisis provides for AAG to leverage the crisis as a poverty issue to seek funds. Nationally, Ghana's peaceful and stable democratic environment, the existence of regulatory bodies and systems, and the existence of other stakeholders with similar visions provide a conducive environment to pursue the rights based approach to development. Internally, opportunities created by a committed Board of Trustees with diverse skills, avenues for internal fundraising, readiness of communities to partner AAG, existing structures at the community level to work with, as well as a committed staff team and our track record as an effective and efficient organisation are attributes which can be built on to move Affiliate Ghana positively into the next CSP period.

4.6.2 Threats/Risks

However, there are also significant risks facing AAG in the coming years that will have to be managed during CSP IV and beyond. They range from macro conditions such as unfavourable international and government policies, global economic and financial crisis, possible enactment of a draconian NGO and Trust Bill, through meso-level risks such as competition from other NGOs, projects/programmes sustainability, ineffective partners; to micro-level risks such as losing support from target groups (due to the shift from service delivery to policy work) and dependency of the communities on AAG.

To ward off these risks, AAG will strengthen its advocacy work, raise more funding through innovative ways, build staff and partners' capacity and improve on the ways AAG works. AAG will continue to improve the systems used across the Affiliate and also to build strong relationships during the CSP IV period. See attached appendix 2 for the risk matrix.

CSP IV will also have to reflect on the issue of phase out of communities. As an established CP AAG has already phased out of 3 LRPs, one will be completely phased out of in 2011. Although there is tradition that CPs phase out of communities after 10 years, it is clear that using an RBA/HRBA approach takes longer to create the changes required than when using a service delivery approach. Thus in CSP IV, the AP will review how successful we have been in achieving our objectives in the LRPs which are over 10 years old and will then decide which LRP we should phase-out of and when. The time until the phase out will be used to raise adequate funding from other sources to ensure continuity in the work in the phase out communities if necessary. The AP will conduct an assessment of how sustainable our impact has been in the Teshie and Sapeliga LRPs we phased-out of in 2000. Lessons learned will assist in the proposed phase-out exercise during the CSP IV period.

CHAPTER
FIVE

AAG Approaches

5.0 Introduction

As a learning organisation, ActionAid Ghana has learned many lessons about the most effective and empowering approaches to eradicating poverty. We have learned these lessons from the communities with whom we work and from our partners. We have also learned from ActionAid country programmes in the rest of Africa, Asia and Latin America and from other development actors who share our values and goals.

These lessons have shaped the approaches we use, including: a) using human rights - as a framework for action; b) using gender analysis and promoting women's rights and gender equality in all our work; c) working in partnership, alliances and movements with others; d) using people-centred advocacy and e) addressing the root causes of change without ignoring immediate and pressing symptoms of poverty. In using these approaches the prime objective will be to shift power significantly in favour of the poor and excluded particularly to women and girls at all levels.

Approaches we will use in CSP IV:

- ○ Human rights as a framework for action

- ○ Gender analysis and promoting women's rights and gender equality

- ○ Working in partnership, alliances and movements with others

- ○ People-centred advocacy

- ○ Addressing the root causes of poverty without ignoring immediate and addressing symptoms of poverty.

5.1 Human Rights-Based Approach

The human-rights based approach to poverty eradication and development lies at the very heart of ActionAid's work. ActionAid has been using a rights based approach to achieve its objectives since 1999. ActionAid's approach to poverty eradication starts with recognising the connection between poverty and human rights, from the perspective of people living in poverty.

We believe that poor people should contextualize their experiences of want, fear, discrimination and exclusion in terms of human right abuses, violation and exploitation and not in terms of natural phenomena, or as the consequence of their own failings, or as situations they have brought upon themselves. We also believe that the opposing patriarchy is an integral part of a human rights-based approach. ActionAid believes that the domination of institutions by the elite must be challenged as the fundamental role and responsibility of the state is to respect, protect, promote and fulfil the rights of all people, not simply the elite. Holding governments accountable for the fulfilment of human rights is therefore central to our rights-based work.

We also believe that the most effective way for people living in poverty to claim, secure and enjoy their human rights is to organise and mobilise with others, have a voice and develop their *power within* and *power with* others to demand their rights. As part of our rights-based approach we will organise and raise critical consciousness through popular education and practical support to analyse contexts, power relations and violations of rights. Following this we will (with the affected peoples) plan and organise actions to improve their well-being. We commit to ensure the full participation and actions of poor and

excluded people, to pay attention to issues of power to deepen democracy at all levels and to hold state and non-actors accountable in whatever they do.

5.2 Using Gender Analysis and Promoting Women's Rights and Gender Equality

AAG ensures that gender perspectives and attention to gender equality are central to all its activities in the fight against poverty. This commitment to gender mainstreaming is premised on the recognition that gender inequality constitutes a gross violation of rights and is a major and underlying cause of poverty. We therefore use gender analysis in all our work in order to determine how men and women benefit differently because of their distinct roles. This also means, as part of our rights based approach, we pay particular attention to issues of discrimination, equality, and equity with respect to women.

5.3 Partnerships

ActionAid Ghana's human rights-based approach (HRBA) to advocacy demands that affected people themselves take the lead in securing their rights. Thus AAG partners with organisations of affected people - including structures formed to lead the development of communities and associations of peoples denied their rights. AAG believes collaboration with others on any rights issue is more likely to yield results. Successful advocacy work requires partnering not only with the affected people, but also with allies and other groups interested in the issue or concerned for the affected people. Partnership working also allows for the use of different skills, information, knowledge, contacts and strengths of many different stake-holders.

It must be acknowledged that AAG faced some challenges with respect to working

with partners. However, these challenges have been identified and have resulted in a review of the partnership guide. These changes will also be reflected in the new MoUs being drafted. It is expected that these changes will improve partnerships to reflect the direction in CSP IV and to increase synergy and complementarities. One of the directions that AAG will be taking in CSP IV is working more directly with organisations of the poor and excluded. While we recognise that this may be even more ambitious and complex than working with our current partners, we are committed to build the capacities of these usually excluded groups to make more of a sustained impact in communities.

ActionAid Ghana will therefore work in partnership with and seek strategic alliances and collaborations with civil society organisations that have demonstrated significant commitment to the cause of the poor and excluded and whose national level policy and advocacy work is informed by issues generated from grassroots engagements at the regional and local levels.

AAG will also work with existing networks and coalitions of civil society organisations to address issues affecting the lives of poor and excluded people. As a member of any network, AAG will be mindful not to exhibit attitudes which could undermine the cohesion of the network or coalition. ActionAid Ghana has been working successfully with networks and coalitions of civil society organisations at both national and regional levels, and constantly 'manages' its own power in networks.

While there is no contention about the importance of developing strategic alliances with state institutions to influence and mobilise resources, they are a different type of 'partnership' compared to those ActionAid has with poor and excluded people which focus on

strengthening their collective power and agency.

AAG will develop strategic alliances and collaborations with the state institutions and other civil society organisations (at both national and regional levels) that it does not have specific partnership agreements with. This kind of working relationship has over the years been referred in AAG circles as 'non-core' partnerships. In CSP IV, AAG will not financially resource such state institutions and will ensure that in the rare cases where resources are allocated to a District Assembly, it will only be after a critical look at the annual district budget to ensure that AAG is truly filling a much needed gap.

It is expected that at the end of CSP IV a minimum of six strong community-based groups able to lead their own development agenda and take-over when AAG phases-out from DAs will be in place. At the end of CSP IV there will be improved programme delivery by partners at all levels.

AAG will use the reviewed partnership guide (appendix 1) to guide the arrangements with partners during the CSP IV period.

5.4 People-Centred Advocacy

Advocacy is a core approach in our fight against poverty. While there are different forms of advocacy, AAG uses a people-centred approach, which means that; poor people are encouraged and supported to bring their own issues to policy makers rather than have others bring it on their behalf; issues around unequal power relations as a key cause of poverty are examined; linkages are made between micro-level activism and macro-level policy initiatives; alliances and networks across sectors and between countries, sub-regions and continents are built to strengthen collective voice against poverty and social injustice; issues are placed in the public domain as a clear means of achieving wider impact and change and that innovative interventions are shared to influence policies and practices.

5.5 Addressing the root causes of poverty while not ignoring the symptoms

In Ghana, the symptoms of poverty include a lack of access to services such as health, education, water, agricultural extension services, exclusion from decision-making, and hunger. While these are symptoms of poverty, they also constitute violations of rights, which are of immediate and pressing concern to communities. Since 1999, ActionAid has recognised that to achieve our vision of a world without poverty, we must work not only on the symptoms of poverty but also on the underlying and structural causes of poverty including access to and control of resources, which are key factors in understanding the causes of poverty.

In CSP IV, AAG will continue to place emphasis on strategies to address the underlying causes of poverty by facilitating the empowerment of the poor to advocate for change themselves and work with non-poor allies who share the same goals.

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[8] Advocacy is organised action to change policies, practices and values that perpetuate inequality and exclusion.

CHAPTER
SIX

Programme Strategies

6.0 Introduction

As a member of the AA family, AAG's strategies are aligned with the overall vision of AAI and within the context of the RTEP strategic document.

In CSP IV 'power' will continue to be the thrust of AAG's programme work with special emphasis on two out of the four dimensions namely *power within* and *power with,* The peer review report stated that the AP had achieved a considerable impact in respect of power to and power over but that there was a need to focus on building the *power within* and *power with*.

AAG will also ensure that underpinning all programme activities will be an analysis of the required shift in power relations to be achieved at the end of that particular activity. One key issue that emerged from the CSP III reviews was the weak linkage between micro and macro activities. This also emerged as a weakness of the global family during the RTEP review. AAG will therefore continue to work towards improving highlighting, strengthening and documenting the micro-macro linkages.

AAG will increase the focus of our policy work to influence policy makers to formulate pro-poor policies. AAG will continue to work effectively with policy makers to ensure that more resources are released to the most deprived areas in the country. In relation to this, AAG will also work with peer CPs in the West Africa sub-region on regional initiatives and will continue to participate in the Single International Campaign and other appropriate international campaigns.

The issues AAG will prioritise and the approaches it will use have been outlined below. The broad strategic objectives cover the dimensions of power whilst the specific objectives have been developed on the basis of the thematic areas.

6.1 Broad Strategic Objectives

- Strengthen poor people's **power within** by nurturing self-confidence and self-esteem to define their own agenda and advocate on equal terms with all.
- Build and strengthen poor people's **power to work with** others to demand their rights and articulate their views.

Our focus will be on building 'power within' to continue to assist poor and excluded people to develop more confidence so they can hold duty bearers accountable. Our work on 'power with' will assist communities and AAG to partner with other communities and CSOs to demand from duty bearers the services and facilities that the poor and excluded need. Although not a priority in this CSP, AAG will continue to work with communities to build their power to challenge the power over them that denies them their rights.

6.2 Gender and Women's Rights

In CSP IV, AAG will continue to work in the previous three sub-themes i) women in decision-making and leadership, ii) women's economic empowerment and iii) violence against women and girls. The areas of women and child health and women and land will be added as new sub-themes.

As a new sub-theme for AAG, the first year will be used to identify the key health issues affecting women and children in AAG communities which will form the basis for work in the remaining four years. However, in year one, we will be working on issues of child mal-nutrition. We will be advocating for the use of highly nutritious, easily available local foods, while campaigning against cultural foods taboos and practices that deny children the protein rich foods they need.

Additionally, AAG will work on women and land as a new sub-theme under women's economic empowerment. Again, part of the first year of CSP IV will be used to conduct a literature search on existing women and land research and analyse the findings, which will form the basis for an advocacy and activity plan for the rest of the CSP period.

The strategic objectives, expected outcomes and strategies/actions in the women's rights and gender equity theme have been outlined as follows;

Specific Strategic Objective 1: Promote affirmative action through effective campaigns for constitutional and electoral reform processes for gender parity leadership positions in all state and other institutions.

Expected Outcomes	Strategies/Actions
■ An affirmative action policy in place to guide appointment of 30% women to key decision-making positions in the country. 30% of women in leadership and decision-making positions. ■ Positive changes effected resulting in political parties setting a 30% target of women in their constitutions. ■ A 50 % quota of women in decision-making and influence adopted in the revised Ghana Constitution.	■ Identify and train potential women candidates for the 2010 local level elections. ■ Advocate for more resources for women candidates in the 2010 local level elections. ■ Continue to support and build capacities of women already in leadership positions. ■ Build networks of women in leadership to build critical mass, strengthen collective position to bring about change in power relations ■ Advocate for increased accountability fora, so women in leadership can account to women in communities on their stewardship.

Specific Strategic Objective 2: Mobilise community members especially men and boys to campaign against all forms of violence against women and girls and advocate for effective policies to that effect.

Expected Outcomes	Strategies/Actions
■ Men and boys trained as agents of change in addressing violence against women and girls. ■ State institutions effectively address gaps in their response to violence against women and girls.	■ Advocate for realistic budgetary allocation for the gender-focused state institutions including DoVVSU, Department of Social Welfare etc, to work effectively. ■ Provide relevant training programmes for women, men, girls and boys to increase their knowledge on violence against women and girls. ■ Provide adequate information to women and girls to enable them resist all forms of violence and make informed decisions affecting their welfare. ■ Train 12 gender and child rights clubs facilitators to integrate women's rights issues into their programs. ■ Organise quarterly meetings with traditional authorities on the abolishing of negative cultural practices affecting women. ■ Provide support to women's social movements to campaign against cultural practices that violate their rights. ■ Hold quarterly meetings with relevant state institutions such as the Domestic Violence and Victims Support Unit of the Ghana Police Service and Department of Social Welfare on their commitments to addressing violence against women and girls. ■ Hold quarterly meetings with the Ministry for Women and Children's Affairs on the state's commitments made in the numerous instruments e.g. CEDAW, 1992 Constitution, and Domestic Violence Act etc. ■ Facilitate regular meetings between traditional leaders, policy makers and NGO's to address violence against women and girls.

Specific Strategic Objective 3: To advocate for women to have greater access to economic opportunities to improve their economic level in the society

Expected Outcomes	Strategies/Actions
■ Improved income levels of women. ■ Increased numbers of women accessing savings and credit. ■ Increased household income and savings.	■ Train poor women to acquire income-generating skills. ■ Assist poor women to access banks for loans for their businesses. ■ Agree an internal 30% allocation of AAG funds to women's rights activities.

Specific Strategic Objective 4: To strengthen the capacity of women to claim their rights to suitable land for their own use without let or hindrance

Expected Outcomes	Strategies/Actions
■ Public's awareness of issues affecting women and their rights to land increased. ■ Enhanced women's capacity to claim their rights to land. ■ Improved women's access to land. ■ Gender onsiderations incorporated into land tenure systems.	■ Build capacity of women to claim their rights to land. ■ Collate findings of all relevant research on women and land in Ghana to tease out the critical issues for policy engagement and lobbying. ■ Critically study the land tenure systems in all parts of the country with emphasis on the rights of women and educate women and other groups on women's rights of access to productive resources. ■ Advocate for changes in customary laws and practices to promote and protect women's right to land and tenure security. Organise meetings to discuss women's rights to land with all the key actors (e.g. Ministry of Land and Forestry, Lands Commission, Research Institutions, Universities etc.) in the land industry.

Specific Strategic Objective 5: to improve the health of women and children in our partner communities

Expected Outcomes	Strategies/Actions
■ Communities are aware of specific health issues affecting women and children in our partner communities. ■ Enhanced women's capacity to protect and improve the health of their children.	■ Collate findings of all relevant research and other information specifically related to health issues in the partner communities to tease out key issues for policy engagement and advocacy in CSP IV. ■ Advocate for changes in traditional practices that negatively affect the nutritional heath of women and children e.g. food taboos, poor nutritional practices. ■ Build capacity of women themselves (power within), to improve the health of their children and themselves.

6.3 Right to access quality basic education

AAI's vision for education is a world in which all children have free access to quality education within an equitable system, with governments fully assuming their obligations to provide basic education to all citizens. We envision schools playing a transformational role in sensitising children to their rights and contributing to change, challenging discrimination and injustice.

The work of AAG in education for the period 2010-2014 will revolve around the three core pillars adopted at the international level and the prime objective is to secure social change to the full benefit of our constituents. The core pillars are advocating for more resources for education, improved access to education for adults and ensuring child rights in quality education.

Girls' Camp Participants in keep fit exercise

The specific objectives, expected outcomes and strategies/actions within the education theme have been outlined below;

Strategic Objective 1: Advocate for the provision of adequate educational resources e.g. (quality teachers, teaching and learning materials, educational infrastructure etc) for effective delivery of EFA goals.

Expected Outcomes	Strategies/Actions
- Increased resource allocation to education sector (not less than 30% of total national budget). - Improved enrolment, retention and completion. - Improved performance of pre and basic schools in our DAs in the Basic Education Certification Examination (BECE). - Strengthened community structures holding government accountable. Pro-poor education policies formulated and implemented by government for the education sector.	- Organise effective training programmes on budget tracking for community/school structures (traditional Authority, PTA/SMCs/Unit Committees, women groups, children, PWDs etc). - Meet with District Assembly and GES officials regularly (once a quarter) to discuss the infrastructure situation of schools in AAG communities. - Meet (once a year) with GES/MOFA officials at the national level to discuss budgetary allocation to education before the presentation of budget statements by the Minister of Finance and Economic Planning policy papers and lobby the select committee on Education of Parliament - Campaign effectively to ensure that the Minister of Finance and Economic Planning allocates funding of not less than 30% of the national budget to the education sector every year. - Organise education review meetings once a year at the district, regional and national levels with relevant actors in the education sector

Strategic Objective 2: Use REFLECT (as a tool and process) to assist adults in AAG communities to improve their educational status and to identify problems and their solutions (to improve their communities).

Expected Outcomes	Strategies/Actions
■ Improved numeracy and literacy in adults in AAG communities. ■ A well-informed and confident adult population in our communities to lead their development agenda ■ REFLECT used as a major development tool in our partner communities ■ Communities recognise that it is their responsibility to support the work of the facilitators by the end of CSP IV.	■ Refresher training organised (once a year) for all staff, partners and community facilitators in REFLECT ■ REFLECT Circles in all AAG partner communities established/reactivated ■ Adequate resources allocated for REFLECT activities ■ REFLECT activities well-documented and shared with District Assemblies in AAG LRPs.

Strategic objective 3: Advocate for conducive school and community environments to enhance effective teaching and learning with no infringements on the rights of children

Expected Outcomes	Strategies/Actions
■ Adequate school infrastructure with toilet/urinal/recreational facilities for boys/girls provided by government in partner communities. ■ Zero tolerance to all forms of dehumanising and degrading punishment in schools.	■ Organise quarterly meetings with GES officials to assess school infrastructure situation at the district level ■ Organise training programmes to build capacity of community level structures to enable them to demand their rights from state institutions

Expected Outcomes	Strategies/Actions
■ Change in GES policy, to make it unlawful for teachers to hit children. ■ All AAG constructed schools have wheel chair access for children with mobility disabilities, and have complied with the disability legislation. ■ Schools perform better in BECE. Pass mark raised from the present average of 50% to 100% in our partner districts within the next five years. ■ Vulnerable groups especially PWDs and girls get higher education and are demanding and accessing quality education in Ghana. ■ Violence against girls in schools in AAG partner communities reduced to the barest minimum by the end of CSP IV. ■ Children in our Development Areas with analytical minds contributing positively to the development of their communities.	■ Organise training programmes on violence against girls in schools once every quarter in partner communities for PTAs/SMCs and teachers in AAG partner communities. ■ Organise community fora/meetings on violence against girls in schools once every term in partner communities for community members in AAG partner communities. ■ Create awareness in each Local Rights Programme on the need for the girl-child to be in school. ■ Organise Annual Girls' Camp at both national and regional levels once a year to build self esteem and aspirations of girls. ■ Roll-out CREST in all LRPs in the AP.

6.4 Right to food and climate change

The right to food is still a critical theme for the AP, as this right is still not fully enjoyed by all. The main focus in this theme will be to mobilize and build the voices of poor farmers, especially women, to empower them to participate in decision making processes, particularly on all relevant policies which affect their livelihoods. There will be a concerted effort at all times to link issues on the right to food, emerging from AAG programme areas, to advocacy at local, national and international levels. This will ensure that outcomes are relevant and specifically enhance achievement of the right to food of communities in which we work. Issues of climate change will be linked to food security and ensuring that farmers and communities are able to adapt to issues of climate change as well as building their disaster preparedness and resilience to disaster when it strikes.

The strategic objectives, expected outcomes and strategies/actions in the food rights and climate change theme have been outlined in the following sections;

Strategic Objective 1: To advocate for pro-poor policies that promote the access to and control over natural and productive resources by small- holder farmers

Expected Outcomes	Strategies/Actions
■ Improved access of farmers especially women to essential services such as extension services. ■ Increased resource allocation of 10% or more of the total national budget to the agricultural sector by end of 2014. ■ At least six strong and vibrant farmers groups (including 3 women farmers and agro-processing groups) effectively engaging or advocating on issues that impact on their livelihoods (access to credit, agro-inputs, land, etc). ■ At least six well-organised farmer groups adopting sustainable farming systems that protect the renewable natural resources and dequately promote food production activities.	■ Train at least six small scale farmers (67% women) to analyze, make informed decisions and self-organize for engagement with government on resource allocation to the agricultural sector. ■ Advocate with other networks to increase budgetary allocation to agriculture and budget tracking of the allocation ■ Review existing research on circumstances that limit farmers, especially women's access to land, credit, extension services, etc as a basis for advocacy interventions. ■ Provide relevant training to support advocacy activities of farmers, especially women once a year.

Strategic Objective 2: Build, strengthen and support networks, strategic alliances and coalitions both at local, national and international levels to advocate for more support to small-scale farmers.

Expected Outcomes	Strategies/Actions
■ Increased support of all forms (farm inputs/extensions services/credit) to poor farmers in Ghana. ■ Government fulfils its commitment to International conventions including CAADP, MAPUTO declaration by allocating not less than 10% of the total national budget to the agriculture sector by the end of 2014. ■ A well-mobilized, sensitized and active civil society movement advocating for more support for the agriculture sector in Ghana ■ A well-informed farmers group that is capable of holding duty bearers accountable to protect, respect and fulfil their basic human rights.	■ Learn and share with CSOs at local, national and international levels in the area of food rights ■ Support the formation and strengthening of umbrella groups for effective negotiation on farmers' interests with local and international governments and agencies. ■ Foster development of local groups, on specific issues and link these with actors at the district, regional and national levels, to draw attention on issues of food rights. ■ Support mobilization of farmers groups, networks, etc to participate in International campaigns on the right to food. sector

Strategic Objective 3: Advocate for fair and transparent national and international trade policies and agreements that promote market access to Ghanaian farmers

Expected Outcomes	Strategies/Actions
■ Increased market access at the local and regional levels for poor farmers through the school feeding programme. ■ Poor farmers have realistic prices for their farm produce at the farm-gate. ■ Improved quality (packaging, processing) of made-in Ghana food products. ■ The EPA not signed by the Government of Ghana ■ Advocate for the imposition of realistic tariffs on imported rice – to level the playing field for domestic producers.	■ Use existing networks to mobilise civil society to campaign for more favourable local and international trade policies. ■ Train farmers on effective marketing, value addition and effective post-harvest practices. ■ Train farmers associations to effectively negotiate with their buyers for fair prices for their produce. ■ Work with farmers associations to improve production and marketing of farm produce like tomatoes and cotton. ■ Research and document the impact of unfair international trade practices on the livelihoods of poor farmers, especially women and children. ■ Develop policy briefs/flyers etc for use in interactions with media and policy makers.

Strategic Objective 4: Advocate for policies that will promote sustainable agriculture and enhance poor communities' resilience in the face of climate change

Expected Outcomes	Strategies/Actions
■ Increased numbers of farmers adopt low-input, indigenous and environmentally friendly sustainable agricultural practices.	■ Train poor farmers in effective sustainable agricultural farming practices. ■ Mobilise stakeholders to discuss and strategise on reducing impact of climate change on livelihoods. ■ Train poor farmers in low-input farming techniques to reduce vulnerability.

Expected Outcomes	Strategies/Actions
■ Increased awareness and enforcement of environmental laws on land use (e.g. for farming, mining and lumbering). ■ Increased awareness of the citizenry on climate mitigation and adaptation, and strategies implemented to reduce the impact of climate change. ■ Increased legislation and enforcement of comprehensive policies to regulate bio-fuel production in Ghana. ■ Increased accountability of Government agencies (e.g. EPA, Ministry of Land and Forestry, etc) in the enforcement of land use and environmental management policies by trans-national and multi-national companies.	■ Train small-holder farmers in poor communities in emergency preparedness planning. ■ Encourage use of indigenous knowledge and inputs for food production. ■ Promote smallholder water harvesting systems.

Dry season vegetable farming powered by AAG dam

6.5 Human Security in Conflict and Emergencies

The overall thrust of the HS strategy will be underpinned by the generation of pressure on government and its representatives at all levels by mobilizing voices of poor and vulnerable communities affected by disasters and potential disaster victims. Working with the media as part of the overall advocacy on climate change and conflicts will be an overarching strategy. AAG will work with other CSOs in creating a CSO Climate Change Platform (CCP) in northern Ghana which will initiate the mobilization of CSOs on the issue in Ghana.

Strategic Objective: People continue to exercise their rights and maintain a sense of security during conflict and emergencies.

Expected Outcomes	Strategies/Actions
- Government shows total commitment to the Hyogo Framework of Action. - Communities face reduced risks of hazards as a result of civil society actions. - Early warning systems put in place fully understood by partner communities - Regional Coordinating Councils and District/Municipal/Metropolitan Assemblies and state institutions in AAG regional programmes appropriately protect people during conflicts and disasters - Community Relief Teams supported to deliver humanitarian relief and lead in asserting the rights of people affected by emergencies. - Targeted youth act as a focus for peace.	- Train partner communities on increased resilience during disasters and emergencies - Lobby government and factions to uphold their responsibilities and protect people affected by disasters and emergencies. - Work with youth to understand and undertake disaster risk reduction interventions - Work with traditional leaders to build their awareness and commitment to enforcement of environmental laws - Provide priority attention to the special needs of the most vulnerable during emergencies. - Continue to seek the most innovative and effective ways of supporting those affected by disasters to recover within the shortest possible time during emergency situations. - Facilitate relationship building among factions and deepen our learning in community-based peace building especially among the youth REFLECT as a methodology to deconstruct the myths underpinning the conflicts.

6.6 HIV/AIDS

The CSP III review team supported the continuation of HIV/AIDS as a cross-cutting theme. The development and introduction of CSP IV provides a timely opportunity for AAG to reiterate and more closely define this theme as a cross-cutting theme. Even though the national HIV prevalence rate has been declining over the years, this has not been translated into desirable behavioural change. In addition, persons living with HIV/AIDS still suffer discrimination and stigma. The focus of our HIV/AIDS work is outlined below;

Strategic Objective: To work on a sustained realistic prevention campaign targeted at the youth, while supporting those affected to demand their rights.

Expected Outcomes	Strategies/Actions
- A reduction in the national prevalence rate from 1.7% to 1.2% by 2014 - A well-informed society that abhors stigmatization and discrimination of PLWHAs - Well-organised PLWHA groups (especially women) at district, regional and national levels demanding more support from government.	- Facilitate training (once a year) for NAP+ and its women's wing at both national and regional levels on dialoguing and negotiating skills - Facilitate the organisation of meetings of NAP+ executives and state institutions to discuss more support for PLWHAs. - Train the youth and children (twice a year) in our partner communities on how to prevent HIV/AIDS. - Use the media to organise campaigns (once a year) against the discrimination and stigmatisation of PLWHAs. - Advocate with other CSOs for more resources to PLWHAs networks and other networks to enable them to demand their rights to care, support and treatment. - Organise meetings of PLWHAs especially women with relevant institutions to share their strategies for living positively.

6.7 Governance

Under CSP IV governance will not be a stand-alone theme. It will be promoted as a core value that guides interaction between our communities (right-holders) and governmental agencies (duty-bearers). In holding government structures accountable, AAG will work with poor people's groups, networks and coalitions to influence pro-poor policies to achieve the objectives of CSP IV including advocating for more resource transfers to the local level. AAG will create fora for dialogue between local groups, citizens and government.

Strategic Objective: Poor people have capability and confidence increased to hold duty bearers accountable.

Expected Outcomes	Strategies/Actions
■ Government and Civil Society accountability and transparency strengthened at local and national levels ■ Poor people effectively participate in the planning and budgeting process of their District Assemblies ■ Poor people monitor the use of public resources effectively	■ Facilitate meetings between government agencies and civil societies to improve their effective working. ■ Train groups, coalitions and networks on advocacy, lobbying and negotiation skills. ■ Train groups, coalitions and networks in participatory planning and budgeting. ■ Train groups, coalitions and networks in budget tracking. ■ Train groups, coalitions and networks in participatory monitoring and evaluation.

A delegation of Tigbubtaba (Network of Alleged Witches) at a stakeholders' forum

CHAPTER
SEVEN

End poverty.
Together.

7.1 Human Resource and Organisational Development

7.1.1 Organization and Structure

On-going reviews of organisational structure to guarantee relevance will be continued in CSP IV. The governance structures, i.e. the General Assembly and the Board will be maintained and strengthened to give policy direction effectively. The position of Country Director (CD) as the managerial leader of the organization and the link between the operational organization and the governing authority will remain. The CD will also lead and be supported by an Executive Management Team, comprising the Head of Programmes and Deputy Country Director (HoP/DCD); Head of Finance and Sponsorship (HoF&S); and Head of Human Resource and Organization Development (HoHR&OD). This team will supervise and facilitate various operational and functional teams.

Affiliate Ghana affirms its belief in the wisdom of *teaming* and will continue to be organized around teams and *communities of practice* (cops). There will be a Policy team of three (3) Advisors co-ordinated by CD.

Regional Programme Teams will be co-ordinated by HoP, and will comprise a Programme Manager; three Thematic / Sponsorship operating core; an Accountant; an Administrative Assistant; a Driver; and a Cleaner / Day Security. Programme Managers manage all members of their teams on daily basis but thematic Policy Advisors will back-stop thematic officer responsibilities in the various teams. A peripatetic construction technician to be located in a Regional team will also report to the HoP/DCD.

HoF&S will co-ordinate a finance team comprising Child Sponsorship Manager; Finance Manager and Projects Accountant. Additionally, HoF&S will have functional supervision over Regional Team Accountants.

HoHR&OD will co-ordinate the human resource, administrative, and information technology support team made up of an Administrative Manager, an IT Manager, Administrative Assistant, a Front Desk Assistant, Two Drivers, and a Cleaner Clerk.

Other support functions, namely, Partnership Funding, Public Relations & Communication, and Internal Audit will be supervised directly by the CD. A Personal Assistant will manage the CD's office. Existing and future partnership funded projects will be supervised by the CD.

Due to the volume of work and variety of tasks to be performed, the composition of Northern Regional Programme Team and the Accra (Head Office) teams will vary in functions and numbers from the standard team structure. These will however maintain their current sizes but with an option to review as situations change. In terms of numbers, over the five year period Affiliate Ghana will work to maintain an optimum staff strength between seventy-five (75) and eighty (80). Any increase in size will be dictated only by imperatives of partnership funded projects.

To knit this structure effectively to deliver on our strategic objectives, various co-coordinating mechanisms including direct supervision, standardization of activities, mutual adjustment, and frequent thematic / functional meetings will be used. The mission of the HR/OD function will be to organize work and co-ordination in a manner that will assure the most effective and efficient delivery of CSP IV strategic objectives.

7.2 Staffing and Development

Under CSP IV there will be a consolidation of gains made in best

practice human resource management, human resource development and anchoring an empowering organizational culture in the Affiliate. In pursuit of these goals our human resource management policies and instruments will be monitored and continually improved, paying special attention to gender and needs of women. Training and development plans and strategies will aim at consolidating and deepening learning and conceptualization of the human rights-based approach and other operating approaches; and, sharpening rights-based competencies of staff and partners. The organizational climate of the Affiliate will continue to be monitored to ensure continued *'refreezing'* of the culture of openness, facilitative and empowering leadership, learning and sharing; and commitment to work life balance.

Strategic Objective: To deepen the overall development, utilization, empowerment and commitment of the Affiliate's human resources.

Expected Outcomes	Strategies/Actions
- A high quality workforce with appropriate skills to deliver quality programmes. - An annual average staff turn-over of less than 10% over the period. - At any given time at least 80% of staff and partners have internalised our approaches and competencies. - A gender balance workforce with 40%-50% of senior management staff being women. - All Human Resource policies relevant and current. - A workforce that feels they 'own' the HR policies.	- All Managers will attend a leadership development programme at least once every year over the period. - Recruit, train, develop and retain the best available human resource in the labour market for our work. - Continue to develop leadership among all managers. - Constantly conduct compensation reviews to keep remuneration of staff valid and competitive. - Train and educate staff and partners in ActionAid specific approaches, project management and research. - Adopt innovative ways to attract quality women development workers to senior levels of the organization. - Subject human resource policies and procedures to general staff discussion frequently with a view to always ensuring best practice. - Create and maintain the space for staff participation and contribution to organization governance.

7.3 Organizational Learning

For the AP to continue to grow and remain relevant, organizational learning needs to be strengthened. Learning at various levels, including work and processes with our partners and communities and within the organization will be deepened.

Strategic Objective: Consolidate the culture of reflection, learning and sharing within the Ghana Affiliate Programme.

Expected Outcomes	Strategies/Actions
- Sharpen internalization of ALPS by staff. - Designate learning days for all teams in the Affiliate. - Document and share lessons and good practices across the Affiliate and the wider AA community. - Institutionalize electronic documentation of our work and share within and outside AAG.	- Create forums where staff will discuss ALPS and related documents. - Create time for structured reflection processes with partners and communities. - Reflection and Learning / Lessons institutionalised in all we do. - Integrate 'Reflection and Learning/Lessons' component in all reports.

7.4 Finance and Fundraising

Child sponsorship income from ActionAid Northern Affiliates (UK, Italy and Greece) and partnership income from development partners have been the main sources of AAG's income. In the CSP IV we will continue to ensure timely and quality reports to the sponsors, to minimize attrition. Learning from the positive responses to the in-house DVD produced for the Greek sponsors on the impact their contributions have made in the lives of the Ghanaian communities, we will produce another DVD for the other sponsors over the CSP IV period.

During CSP IV, AAG will explore other opportunities to expand its income portfolio to fundraise, including local child sponsorship. ActionAid Ghana will develop a unique brand identity that will build on our existing good image and nurture a charity culture to enable the organization to commence a local sponsorship initiative so that the organization can continue to provide the much-needed support required by its constituents.

Reinvigorated child sponsorship activities will continue to be used to develop capabilities of our sponsored children as well as exploring ways of enhancing communication to sponsors. This will deepen their understanding of the situations of the children, families and communities they sponsor.

To promote equality in partnership

relationships, ActionAid Ghana will continue to assist partners to build their financial management and accountability capabilities. Strengthening fundraising capacity of our partners will continue to be part of our strategy to guarantee the long-term stability of partners, so that they will be able to sustain their existence.

Strategic Objective 1: Increase financial and non-financial indicators to ensure that resources are efficiently and effectively used to the benefit of the poor and marginalized.

Expected Outcomes	Strategies/Actions
■ 100% utilisation of AAG income and increased resources spent on direct community intervention. ■ Increased capacity of partners and staff in financial management ■ Audit queries reduced to minimal level. ■ Strengthened efficiency and effectiveness of accounting systems and structures to enhance accountability and transparency.	■ Review the partner / AAG ratio to 60% to partners while 40% will be spent by AAG. ■ Train staff and partners to strengthen their financial management capacity. ■ Regional accountants will be responsible for capacity building of AAG partners on budgeting processes, data processing and reporting, international control systems, resources allocation framework to achieve AA audit standards. ■ Capacity of partners built to a level where quarterly reports meet AAG standards.

Strategic Objective 2: To increase and diversify our funding sources by fundraising locally and internationally.

Expected Outcomes	Strategies/Actions
■ 45% of income raised through partnership funding.	■ Develop and strengthen the fundraising team by setting up AAG Fundraising Committee comprising of 7 people (captains of industry) who share AAG values. ■ To develop and tap funding sources in-country through local sponsorship and event hosting. ■ Work closely with other ActionAid Affiliates and development partners to secure funding from official and other sources.

7.5 Income and expenditure projections

During the CSP period, overdependence on child sponsorship income will dwindle, as Affiliate Ghana makes efforts to raise more partnership income by collaborating with other development partners. This will ensure that increased partnership income offsets the reducing sponsorship income and that the AP stabilises its income levels to ensure programme activities are not compromised over the period.

The following assumptions were made in computing the projected income and expenditure:

- That ActionAid Ghana, as an affiliate of ActionAid International, will continue to use the Great Britain Pound (GBP) as the main reporting currency, and that all transactions shall be convertible into GBP.

- That inflation and exchange rates will be significantly stable over the period.

- That all income generated outside Ghana shall be received in Ghana without any form of restriction.

Based on the above assumptions and trends of income received over the last five years, the Affiliate Programme will maintain a reserve level of at least 3 months expenditure during the CSP IV period.

The table below represents ActionAid Ghana's projected income, expenditure and reserves over the CSP IV period.

Table 3: CSP IV Income, Expenditure and Reserve Projections

	2010 %	2011 %	2012 %	2013 %	2014 %
	£'000	£'000	£'000	£'000	£'000
Opening Reserves	1,458	1,362	1,100	1,175	1,179
Sponsorship Income	2,536	2,437	2,341	2,210	2,077
Partnership Income	1,668	1,701	1,734	1,767	1,800
Other Income	50	100	115	150	100
Total Income	4,254	4,238	4,190	4,127	3,977
Expenditure	4,350	4,500	4,115	4,123	4,230
Surplus	(96)	(262)	75	4	(253)
Closing Reserves	1,362	1,100	1,175	1,179	926
Reserve in Months	4	3	3	3	2.5

7.6 Monitoring and Evaluation

One of the areas AAG recognises as a weakness in CSP III was monitoring and evaluation (M&E). In CSP IV AAG will strategise to achieve increased effectiveness and efficiency. To this end, AAG and partners will develop an appropriate monitoring and evaluation (M&E) framework (and follow-up support) of activity implementation and other relevant processes. Clear indicators and targets will be incorporated in CSP IV to facilitate M&E and reporting. Monitoring will be strengthened through conducting research to get baseline conditions for CSP IV. To improve CSP IV, AAG will devise more specific indicators on the changes to be achieved, along each dimension of power and in relation to the strategic objectives in the themes. AAG will also increase the frequency of all forms of monitoring throughout the CSP IV period. Revised targets have been set and indicators developed (see appendix 2). Affiliate Ghana will also take steps to revitalize the management information system (MIS), developed during CSPIII, to support the effective monitoring our performance during the implementation of the strategy. The strategic objective, expected outcomes and actions in M&E have been outlined below

Strategic Objective: To improve our performance and impact through an effective monitoring and evaluation system.

Expected Outcomes	Strategies/Actions
- A comprehensive performance monitoring framework, with baseline values and targets for indicators developed and implemented. - ActionAid Ghana is compliant with the Global Monitoring Framework and all ALPS standards and processes, including updated documentation and processes on the tracker. - Suitable learning products including case studies and stories of change are developed and appropriately disseminated, both internally and externally for shared learning.	- Timely performance monitoring reports compiled annually for progress review and other management decisions. - Detailed performance monitoring framework (PMF) incorporating core performance measuring indicators for the CSP IV and special donor projects to be developed. - Detailed baseline studies conducted with partners to establish baseline values for CSP IV. - AAG will further strengthen M&E capacities of its programme and partner staff for routine and progress monitoring at regional and Local Rights Programme (LRP) levels. - AAG will build capacities of community groups and organisations of the poor and marginalised, for programme monitoring and baseline and progress/routine data collection, at implementation and local levels.

Expected Outcomes	Strategies/Actions
■ Strengthened M&E and IASL capacity and practice in ActionAid Ghana and its partners and collaborators.	■ Appropriate monitoring tools will be developed to facilitate the execution and management of the decentralised monitoring system in ActionAid Ghana. ■ AAG's management information system (MIS), *Nkosuahema* will be reactivated and strengthened to increase its effectiveness for programme analysis, management decision making and reporting. ■ ActionAid Ghana will promote improvements in its operational processes and procedures as well as staff attitudes ■ Appropriate case studies, human interest stories, photo stories, video documentaries, and testimonies of change will be collected and analysed to support stakeholder reports. ■ ActionAid Ghana will identify and collaborate with relevant and strategic research institutions to inform its policy advocacy campaigns and programming.

AAG Board Members clear their path during a field visit to Kpomkpa in the Volta region

7.7 Communications and Public Relations

The CSP IV communication strategy will focus on AAG's desire to maintain a clear and consistent corporate identity and deepen its engagement with the Government and its decentralised structures, donor institutions and civil society. The purpose is to ensure that communications across AAG, its partners and collaborators are well coordinated, effectively managed and responsive to the diverse information needs of (AAG's) publics.

Strategic Objective: to position AAG more visibly and strongly as a leader in the fight to end poverty and injustice at national, regional and local levels and also give face and voice to the poor.

Expected Outcomes	Strategies/Actions
- Increased AAG profile and visibility as a leading advocacy CSO. - Increased knowledge and understanding of the issues of poverty and injustice and AAG's efforts to end them. - Raised awareness of poor and excluded people on what AAG does in her operational areas in particular and the country as a whole. - Provide AAG's public with timely, accurate, clear, and complete information about its policies, programmes, services and initiatives using appropriate communication tools and channels. - Enhanced effective internal and external communication.	- AAG will employ a blend of interpersonal and mass communications channels and new media including radio, television, newspaper, website and the Hive. - Appropriate media used to support AAG's efforts to raise funds locally and externally. - Enhances use of communication tools including staff and stakeholder meetings, memoranda, communiqués, press statement/releases, lobby letters, petitions, press conferences, interviews and printed materials. - Strengthening of a common information data base of all administrative, thematic and cross-cutting information. - An effective communications team established with networks at national, regional and community levels established to support the work of AAG and its partners.

7.8 Information Technology (IT)

Information technology is critical to all aspects of our thematic, cross-cutting and functional areas in the Affiliate. In CSP IV, all AAG staff regardless of location, will be able to exercise their right to access information as per our open information policy and have the capacity to use this information effectively.

The unit will assist in the development of an enhanced computing environment through implementation of Global IT policies. The unit will contribute to the development and support of high quality infrastructure services (especially the network backbone, e-mail, web servers, backup, security and training) and ensure the security of our websites, as well as supporting the implementation of the on-line fund-raising strategy and ensuring the integration of Affiliate Ghana into ActionAid common platforms.

Strategic Objective: To ensure that the Affiliate has the structure, policies, accountability mechanism and monitoring practices in place to achieve the requirements of Affiliate governance of Information Technology

Expected Outcomes	Strategies/Actions
■ A regional infrastructure that supports seamless access to all AAI based applications, providing a stable, secure, virus-free computing environment ■ Consistent access to email, internet, and other web-based services.	■ Develop IT service management practices that guarantee the delivery of the high level support required to meet the CSP objectives. ■ Improve the security architecture (policies, standards, procedures and controls) to ensure the confidentiality, integrity and availability of information assets. ■ Put continuity and disaster recovery processes in place to secure the business, the timely resumption of IT services thus minimizing the Affiliate business impact, in the event of a disruption. ■ Ensure adequate management practices for the development / acquisition, testing, implementation, maintenance, and disposal of systems and infrastructure to meet CSP IV objectives.

7.9 Organisational Governance

The AAG Board has developed very well since its inception, and is providing the required strategic direction to the management of Affiliate Ghana. The Board was not in place when CSP III was developed but has played a key role in the formulation and articulation of CSP IV and thus assumes full ownership of the CSP. The Board continues to have a strategic role in AAI so during the CSP IV period it will be supported to deepen its contributions within the context that it was under its direction that AAG attained the Affiliation status in 2007.

Strategic Objective: To build a strong General Assembly to support the Board in all aspects of its work.

Expected Outcomes	Strategies/Actions
■ Skilled Board and General Assembly that fits into the scheme of AAI's operations and providing the required strategic direction to AAG ■ Effectively brand and profile AAG as part of her fundraising strategy	■ Get persons with skills in needed areas such as HR, Media/PR/Communications, programming and development etc on the Board and General Assembly. ■ Ensure that the General Assembly has at least 70% of the maximum number specified in the governance manual. ■ Ensure that at least one General Assembly member is brought onto every Board Committee.

Strategic Objective: To build a strong Board to support the management team to achieve the objectives in CSP IV.

Expected Outcomes	Strategies/Actions
■ Improve understanding of Board Members on the work of Affiliate Ghana ■ An independent and functioning Fundraising Committee ■ Influence policies developed by AAI in the interest of the poor and marginalized in our society ■ Ensure full participation in AGM and International Board meetings of AAI	■ Annually, hold at least one Board meeting in a Development Area, so Members can critically review work on the ground. ■ Amend the AAG governance manual to ensure the creation of a Fundraising Committee that will be separate from the Finance and Audit Committee. ■ Board kept informed of key issues arising from AAI so that they can continue to contribute effectively and fully to all discussions on AAI policies and procedures. ■ Board meetings synchronised with key international meetings to ensure AAG representative fully briefed on AAG positions prior to attendance

7.10 Management of CSP IV

This CSP will be operationalised from January 2010, and operational strategies will be developed to achieve implementation. AAG will indicate the area of its focus in each of the five years of the strategic period and review them as we move through implementation.

These will be detailed in the annual plans and budgets of AAG between 2011 and 2014. At mid-term (i.e. 2012) AAG will conduct a thorough review to assess performance. In areas where performance is not as planned, strategies will be put in place to deal with identified gaps so as to ensure maximum impact at the end of CSP IV.

7.11 Conclusion

The implementation of the CSP will be carried out by all the key actors namely the General Assembly, Board, management and staff, partners, communities and other relevant bodies which might be brought onboard during the strategy's implementation. It is our hope therefore that all these groups would own this document and ensure that at the end of its implementation, maximum impact has been made to change toward the objective of 'Ending Poverty. Together'.

Appendix One partnership guide

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*GUIDELINES FOR
PARTNERSHIP
POLICY AND
PRACTICE*

2010

TABLE OF CONTENTS

FOREWORD

ActionAid works with children, families and communities in the poorest parts of Ghana to alleviate poverty and ensure lasting improvements in the quality of lives through sustainable and integrated community based initiatives. ActionAid works in three key thematic areas namely education, food and gender equity using a Rights Based Approach (RBA).

A core principle of ActionAid Ghana's approach is working in partnership. Partnership is an overarching and necessary strategy that cuts across geographies and levels (from local to international, projects and programmes) in which ActionAid's mission work is facilitated and implemented.

Continuous review and reflection with our partners, communities and other stakeholders has informed the organisation on the effectiveness of partnerships and has identified gaps in policy and practice that limit the optimisation of impact at all levels - from local to national. ActionAid Ghana is committed to improve the quality of our programmes, which are dependent upon the quality of our relationships with our primary constituency and other external stakeholders as AAG strives to increase its effectiveness, influence and impact at all levels.

This partnership policy guideline aims to codify the core principles underpinning our partnership processes and guide practice in our work at local and national level. It also aims to enhance strategic and effective partnerships with poor and excluded communities and their institutions, civil society organisations, networks, coalitions and alliances.

ActionAid would like to thank all partners, communities and other stakeholders who have contributed to review of this partnership guide.

Adwoa Kwateng-Kluvitse
Country Director

1. Introduction

ActionAid is an international non-governmental development organisation with a vision, mission and mandate to contribute to the eradication of poverty and injustice amongst poor and excluded groups in the world. ActionAid now works in over 40 countries in Africa, Asia, the Americas and Europe. ActionAid's work is generally categorised by three core outputs: empowering rights- holders to claim their rights to a life of dignity; mobilising solidarity amongst citizens and civil society to act to counter poverty; and influencing and changing the policies and practices of individuals and institutions that exercise power and influence over poor and excluded people to their disadvantage and exclusion.

A core principle of ActionAid's approach is working in partnership. Partnership is an overarching and necessary strategy that cuts across geographies and levels (from local to international, projects and programmes) in which ActionAid's mission work is facilitated and implemented.

The development of this policy guideline followed an organisation-wide review of partnership policies and practices through continuous review and reflection with partners and communities and the partnership review commissioned by the Chief Executive of ActionAid in 2006/7. The reviews and reflections informed the organisation on the effectiveness of partnerships and identified the gaps in policy and practice that limit the optimisation of impact at all levels - from local to national.

The content of this document has been shaped by recommendations that emerged from the following documents: *Review of Partnership in ActionAid International, (February 2007), International partnership policy and practice framework (April 2009), AAG's CSP III Review (2009) and participatory review and reflections processes over the last three years.*

2. Aims, Scope & Application of Partnership Policy and Practice Guidelines

Working with and in partnership with others is a core strategy in ActionAid's bold ambition and strategy to contribute to attaining equity and social justice in the fight to end poverty.

Historically, ActionAid worked directly with local communities, and our work was mainly aimed at complementing government provision. Since the late-1990's, as we moved focus from delivering services, to addressing the denial and violations of rights as the root causes of poverty, the profile of our partners diversified. We have recognised the essential role of other actors such as agencies and organisations of the poor and excluded, local and national NGOs, regional and national coalitions and alliances, policy institutions, activist and interest groups in joining forces to fight and end poverty. This diversity of allies and partners has made our work richer, but also more complex and demanding in building mutually supporting relationships.

This partnership policy guideline will set out the core principles in partnership processes and will guide practice in our work at local and national levels. It also aims to foster strategic and effective partnerships with poor and excluded communities and their institutions, civil society organisations, networks, coalitions and alliances.

2.1 Scope and limitations

This partnership policy guideline is intended to be applicable in AAGs programme, policy and campaigning work. All parts of the organization are expected to comply with, follow and use this guideline to develop their own context-relevant partnership policies and procedures. This guideline provides

guiding principles, and has identified non-negotiable areas and core standards that all staff and partners are required to comply with.

This guide is designed for ActionAid Ghana staff to use as they enter, sustain and exit partnerships and other forms of collaboration. It may also be used by AAG partners and other collaborators to get a sense of the principles and thinking guiding AAG's relationships with other organisations. The guide is not meant to be prescriptive but should be used as a benchmark of best practices for staff to follow as the situation dictates.

3. Definition and Rationale of Partnership

3.1 Definition

Whereas there are various definitions and interpretations of partnerships, ActionAid believes that:

> *'A partnership is the relationship of equality between entities based on mutual respect, complementarity and accountability where the shared values, purpose, goals and objectives are clear and which recognises autonomy of the entities.'*

ActionAid Ghana recognises a partnership as both a dynamic process and a relationship. A partnership relationship may or may not involve the transfer of money. It is a long-term relationship (one year or more) allowing time to develop and deepen the relationship for shared goals, objectives, programmes and projects. Partnerships can involve the transfer or exchange not just of funds but also of solidarity, staff, ideas, learning and extended relationship (e.g. to partner's partners) etc. All partnerships are grounded in documented agreements, which spell out the contractual obligations, irrespective of whether ActionAid provides funding or not.

A relationship is **not** a partnership if there are no shared goals or objectives or if the relationship is only focused on an activity that has no project or programme with shared goals and objectives. It is **not** a partnership if ActionAid is only procuring expertise or services from individuals or institutions.

Any organisation that collaborates with AAG on a one-off basis (e.g. peer organisations, interest groups) but has no formal contract with ActionAid and during which no funds are transferred between the two organisations, is in an 'alliance relationship' with AAG.

ActionAid Ghana's rights based approach to advocacy demands that affected people themselves take the lead in securing their rights. This means that AAG seeks to partner with organisations of affected people including structures formed to lead the development of communities and associations of people denied rights etc. AAG strongly believes that while a single organisation may try to advocate on a pressing rights issue, its efforts may be minimal without collaboration. Successful advocacy work requires partnering not only with the affected people alone, but also with allies and other groups interested in the issue at stake or concerned for the affected people. Partnership working also allows for the use of different skills, information, knowledge, contacts and strengths of many different stakeholders.

3.2 Rationale

Partnership enables AAG to exit communities leaving behind structures that should continue to lead communities to identify and analyse problems and develop strategies to address the problems. While we may be willing to work in partnership with organisations based in or outside the regions where AAG is working, we shall be giving preference to Community Based Organisations (CBO) nurtured from our partner communities.

Partnerships with poor and excluded people and their communities, organisations and movements and with citizens' civil society organisations are both a normative and operational imperative.

Seeking a partnership with poor and excluded people is rooted in our belief and recognition that poverty and injustice cannot be eradicated, and dignity and human rights secured, without the active agency and actions of poor and excluded rights holders. Our normative reason for these partnerships is also based on a transformative agenda that strengthens our belief in and recognition of the differential roles of citizens, civil society and their organisations in protest, citizen's actions and other alternative means of eradicating poverty, injustice, inequality and exclusion. Finally, our search for partnerships also reflects our facilitative, supportive and contributory role in developing peoples' effort and actions to secure dignity, human rights and comprehensive security.

Our operational reasons for seeking partnerships are to be more effective and efficient to maximise the impact of our collective efforts. We believe that partners with their specialised knowledge and proximity, 'local' knowledge and relationships add complementary quality and value to our combined efforts. In most cases, they are better placed to carry out projects and programmes. The task of eradicating poverty, exclusion, inequality and injustice is huge. By working with others, we can multiply our impact. We also recognise that some projects and programmes, due to social, political or organisational factors, are better undertaken by civil society activist groups and social movements, using ActionAid's technical, financial and solidarity support.

4. Guiding principles and practice on working with others

Overarching Principles

a. A distinctive feature of ActionAid's programmes globally is that they are/ we are committed to long-term engagement and partnerships with organisations of poor and excluded rights holders.

b. Principle of complementarity: All partnerships must clearly contribute to ActionAid Ghana's strategic objectives. Consequently, all partnerships must work to contribute to the ultimate eradication of poverty and injustice by targeting structural causes of poverty at all levels.

c. ActionAid fosters a human rights-based approach in its strategy to end poverty and partners should share this approach.

d. Partnerships must identify mutual benefits for both the partner organisations and ActionAid. Mutual benefits should strengthen the impact on our work to eradicate poverty and injustice. Partnerships should be perceived as alliances for joint action towards a common goal – not only in relation to a specific project, but also at a more strategic level.

e. All parties should recognise that a partnership between two organisations comes with its differences in resources, information and power. Adherence to principles of mutual respect, equity, transparency, justice and accountability mitigate the misuse and abuse of power, all of which have the potential to derail the partnership. Partnerships must highlight and demonstrate (in the partnership agreement), the importance of dialogue, accountability, transparency and autonomy.

f. In nurturing nascent organisations of rights holders, partnerships should aim to support the organisations to develop into

autonomous and sustainable organisations that have their own identity and are not replicas of ActionAid.

g. While some partners will initially be heavily dependent on ActionAid, it is recommended that sectors and programmes develop partners' capacity and sustainability to reduce their dependency on ActionAid after three years of partnership.

h. Mutual capacity building is a component of the partnership development process, as key element in ActionAid's approach to building partnerships, especially with organisations of rights-holders.

i. All partners **must** share ActionAid's commitment to accountability and transparency. The partnership should detail explicitly how accountability to poor and excluded rights holders will be realised, and what information will be required to demonstrate accountability and transparency.

j. All partners must respect and share ActionAid's commitment to women's rights and feminist politics. Where that commitment is not yet realised, the partnership agreement must include specific activities and milestones towards integrating women's rights in programming, and women's leadership within the partner organisation. If after 3 years the agreed milestones have not been realised AAG must sever the partnership. However, if before the 3 years is completed AAG perceives that the partner is making no efforts to address gender issues in the organisation AAG must sever the relationship.

k. While working in partnership, ActionAid will be conscious of the need to remain visible while raising the profile of issues and key actions by rights holders/partners within the public spaces created. ActionAid will not use the space to raise its own profile at the expense of raising the profile of the

issues and our partners. Leveraging space and collective voice with partners is critical in ensuring the balance of power relations.

5. Models of working relationships with other organisations

• AAG has worked with different organisations and institutions in different ways depending on the nature of the institution and what AAG wants to achieve. The different types of working relationships may be classified as follows:
• Partnerships
• Networks and Coalitions
• Strategic Alliances

5.1 Partnerships

AAG defines partnerships as "working with (rather than through) organisations with common goals and values in order to jointly enhance the dignity and improve the lives of poor people." Two categories of organisations would be natural partners for AAG using this definition. The first are organisations, alliances and movements of the poor, excluded, vulnerable and affected people themselves. Examples would include:

I. Community based organisations (CBO), or structures created from within the communities to lead their development, organisations of people with a common problem or interest. This includes, but is not restricted to, widows, PLWAs, women's associations and farmers' groups, networks and coalitions of affected people etc.

II. The second category of organisations would be groups which have committed themselves to work on behalf of a specific constituency. Examples would include local or international NGOs with shared goals and values, and networks of NGOs committed to working on issues of

shared interest. Our reflections on partnerships have also informed us to divide this category into two types. That is programme and national level partners.

ActionAid Ghana has had partnership relationships with a number of organisations; usually referred to as intermediary organizations or core partners, over the last four years. Most of these relationships were managed and executed at programme and project levels. These partner organizations are involved in community, district, regional and national programmes and engagements, working directly with regional programmes to inform national level dialogue. Where ActionAid chooses to work in partnership with these organisations to reach out to poor and excluded rights holders and their organisations, ActionAid will work to connect directly with poor and excluded rights holders and their community. In this way, a triangular relationship will be maintained between poor people, the partner and ActionAid. In other words, a partnership should not distance or deprive ActionAid from direct contact and a relationship with poor and excluded rights holders.

5.1.1 Conditions/ Criteria for Partnership

Common goals constitute necessary conditions for partnership but common goals are not sufficient for effective partnership. Where the values and approaches to development are radically different, effective partnerships are difficult to forge. For instance, while some organisations we have sought to collaborate with in the past had indicated a commitment to the cause of poor people, their approach was however very disempowering to the communities.

This conflicted with our recognition of the potential of the poor and marginalised and their role in their own development. It also conflicted with the importance we attach to

empowering vulnerable people as an outcome of our collaboration.

AAG will therefore undertake thorough assessments for compatibility – but not sameness – before entering into partnerships.

5.1.2 Commitment and Responsibilities in Partnership

In all partnerships, partners have equal responsibility for addressing the problem(s) for which the partnership is formed and are expected to demonstrate the same level of commitment to the achievement of the common interest and goals. Partners may not necessarily bring into the partnership the same amount of resources. The type of resources brought into the partnership may also be different. For instance, a community structure (like a CBO, SMC etc) will bring into the partnership local expertise and knowledge of the development issues and the most appropriate strategies in their context, but very limited or virtually no financial resources. However their knowledge or appropriate strategies would be as invaluable to the attainment of the objectives of the collaboration as financial and other resources. In partnerships, AAG would be committed to expend resources to build the capacity of the partner for the long-term. Thus resources may be spent in building the capacity of the partner beyond the capacity needed for delivering the immediate purpose of the collaboration. Thus developing the overall capacity of the partner for long term and sustainable work would be part of the objectives of the partnership.

Even though AAG would want to enter into as many partnerships as are viable, the demands of partnership require that we limit the number of partners in order to be effective. Positive partnerships require the investment of considerable time and resources. Therefore AAG would from time to time review the requisite number of

partnership relationships it requires depending on resources, programme outcomes and strategic focus.

5.2 Networks and Coalitions

The second model of working relationships is the arrangement to work with existing networks and coalitions of civil society organisations to address issues affecting the lives of poor and excluded people. As a member of any network, AAG would be mindful not to exhibit attitudes which have the tendency to undermine the cohesion of the network or coalition. ActionAid Ghana has been working successfully with networks and coalitions of civil society organisations at both national and regional levels, and consciously 'manages' its own power in the network.

AAG will be selective and strategic in joining networks and coalitions due to limited human and financial resources. AAG would therefore consider the purpose of networks against AAG's strategic objectives. Other considerations for joining networks/coalitions would include the clarity of the issue around which the network is formed and its potential impact on the poor and voiceless. Therefore, ActionAid Ghana will from time to time review our membership of the networks and coalitions we are members of.

5.2.1 Criteria for entering into Networks

Key factors to consider before joining the coalition or network include:

- Would our membership add any value to the process? Is it only to the process? We can discuss
- Is the objective clear, worthy and related to rights and power?
- Is the process genuinely aimed at securing the rights of an affected group of people or is it one intended for the realisation of an agenda that promotes the interests of others?
- Are there party political or religious interests in the process?
- Are the members of the coalition

serious about the objectives of the network/coalition?

AAG would commit itself to whatever mode of agreement is decided on by the members of the coalition/network to secure members' roles, responsibilities etc. Contracts and MOUs may not be required in this case.

6. Strategic Alliances/Collaboration

Some development practitioners view and treat governments, donors, and private sector funding development initiatives as partners, in the same way they view and treat poor and excluded, regional and national civil society partners. While there is no contention about the importance of developing strategic relationships with governments to influence and mobilise resources, they are a different type of partnership to those ActionAid has with poor and excluded people and with citizens' and civil society organisations that focus on strengthening their collective power and agency.

AAG will develop strategic alliances and collaborations in working with Government institutions and other civil society organisations (at both national and regional levels) that it does not have specific partnership agreements with. This kind of working relationship has over the years been referred to in AAG circles as 'non-core' partnerships. ActionAid Ghana will also work in partnership with and seek strategic alliances and collaborations with civil society organisations that have over the years demonstrated significant commitment to the cause of the poor and excluded, and whose national level policy and advocacy work is informed by issues generated from grass root engagements at the regional and local levels. In this case an MoU may be required.

6.1 Working with Government

It must be stated that AAG over the years has inadvertently nurtured dependency in

both government institutions and communities. Communities' inertia in owning and leading agenda that directly affects their lives and livelihoods is a huge obstacle to the sustainability of any critical engagement facilitated by AAG. This learning is informing the change in the way AAG works, and we are going to look more closely at <u>what</u> and <u>how</u> we do with an attitude of challenging ourselves to improve the quality and impact of our interventions.

AAG recognises the need to work with government to influence policy and practice, to share best practice, build the capacity of government agencies especially to acquire skills in people-centred approaches to development etc.

In such instances, the basis for collaboration would include:
- Supporting the acquisition of skills and capacity in participatory planning and other strategies that create space for the excluded or increase impact.
- Sharing experiences for mutual benefit
- To influence the agencies to develop pro-poor policies.
- Bridging funding gaps where government agencies have accepted responsibility for meeting a right, have shown commitment to meet that right but are sincerely constrained in the delivery of services to communities.

Key elements of our relationship with government include:

- Maintaining neutrality in relating with government i.e. avoiding or engaging with government on a partisan basis.
- Being guided at all time by the rights and interests of the constituents we have chosen to work for. That should at all times influence the decisions we make as to whether

and how to collaborate with government
- Challenging government to secure the rights and interests of poor Ghanaians in the international and local arena.
- Facilitating the direct interaction between poor, excluded and affected people and government.
- promoting best practices of peoples participation and government accountability
- Sharing practices and participatory approaches that work in favour of the poor by influencing government decisions and actions in favour of the poor through our work either alone, with our constituents or other partners and collaborators. The methods to be used to achieve this would be determined by the circumstance. As much as possible this would be non-confrontational but AAG would be willing to join poor and excluded people if they have to be confrontational in order to secure their rights.

6.1.1 Criteria / Process for Getting into a relationship with Government as a strategic ally

In deciding whether or not to work with government the questions to ask include:
- Is this an opportunity for AAG to make a difference?
- Would the relationship benefit poor and excluded people?
- Would it create or increase accountability to the poor or would it rather enhance the power and authority of government?
- What is the role of the poor in the process? Can a role be created for them? [A role may not be created for the poor in some of the

relationships but it is necessary to ensure where there is a role for them, it is filled by them.]

- Is the government agency accepting its full responsibility in the relationship?
- What should AAG do – if it agrees to enter into a relationship – to make the most impact on the poor and to influence the government agency?

The relationship may be initiated by government or by AAG depending on the issue at stake. For instance, AAG may support GES to hold Annual Education Reviews at district and regional levels to create space for the poor to input into the process before the national reviews. The quality of 'partnerships' will vary depending on the specific context of rights, participation, accountability and empowerment. The relationship with government would define:

- The objectives of the relationship
- The roles and responsibilities of each partner
- The role of other actors, especially the affected

Arguably, the most potent justification for RBA is the persistence of poverty despite significant investment by non-state actors and governments which did not strategically target systemic and root causes but only addressed symptoms of poverty, vulnerability and exclusion. This does not mean a total withdrawal of non-state support but demands a relationship that makes governments accountable and responsible for their own commitments as per conventions, laws, policies and practices they have ratified HRB Approaches also demand that there is easy access to information on government's capacity to deliver (on the mandates and pro-poor participation in governments' resource allocation and related processes). Governments have committed to providing, fulfilling and promoting for the rights of its citizens and the GoG promised

to do so progressively as per its 1992 Constitution. This is exactly what AAG is seeking to facilitate for poor people, AAG will take care to ensure that in all AAG-GoG collaborations, government's power and control over the poor is not further enhanced but rather accountability to the poor is increased.

6.2 Working with civil society organisations

These are organizations at both national and regional levels that have comparative advantage in national or regional policy dialogue and advocacy. These organizations are well positioned to link local level engagements with national and international level policy engagement. They also have capacities which could be tapped by other AAG partners in terms of improving programme quality and delivery. This kind of relationship may be one off usually referred to as non-core at both national and regional levels, or of long term nature at the national level.

In such instances, the basis for collaboration would include:

- Supporting the acquisition of skills and capacity in participatory planning and other strategies that create space for the excluded or increase impact on the poor and excluded.
- Sharing experiences for mutual benefit and/or with intention to influence practices and policies
- At the national level challenging the injustice and inequity that perpetuates **power over** poor people and other oppressed groups
- Supporting and enhancing civil society's **power to** work with others to develop collective action against poverty and injustice and its causes from the national level

6.3 Working with the private sector

AAG may also enter into strategic alliances with the private sector where such collaboration would benefit the poor. Care should be taken that such collaboration does not become a public relations gimmick for the private sector collaborator. This relationship will be informed by the policy of who ActionAid can work with.

7. Beginning the Relationship

7.1 Eligibility criteria for selecting partners

ActionAid will enter into partnership with:
1. Legally registered or un-registered groups, organisations, networks, alliances, coalitions or movements that have clear and transparent governance and management structures and practices. ActionAid will enter into partnership with organisations that are not legally registered but are recognised by their constituencies.
For nascent organisations that we nurture for long-term partnerships, the recognition and support by rights-holders will be a pre-requisite. In these cases, the partnership processes shall include actions that enable them to gain legal and moral recognition and legitimacy.

2. Organisations that have a clear focus on poverty, human rights, equality, social justice and which are compatible with ActionAid's rights based approach.

ActionAid will not enter into partnerships with:
1. Individual or family organisations for private benefit; party-political organisations for partisan benefit; profit-making organisations and companies which distribute dividends to members and shareholders;

2. Any entity aimed at personal profit, exclusionary partisan or faith promotion; and aiming to undertake illicit activities;

3. Organisations that do not or are unwilling to prioritize women's rights and gender equality and/or are publicly known to be opposed to this. Organisations that are homophobic and racist and have been known to use custom, race, culture, ethnicity and/or religion to violate/deny the rights of excluded groups.

8. Minimum criteria for partnership

An ActionAid partner must, from the outset, fulfil the following minimum requirements to satisfy legal and accountability standards as expressed in ActionAid's Accountability Learning and Planning Systems (ALPS) and Global Financial Management Framework

Firstly, The partner must have clearly articulated **purpose and goals**, and transparent **and accountable decision-making structures**. Where the partner is a mature intermediary organisation, it must have a Board, General Assembly, a management team, an organisational structure, clearly stated values, vision, mission, strategy and annual plans, written organisational financial and staff policies and procedures, a recognised physical address and office.

The organisation's constitution, existence, mission and operation must be within the **current legal framework** in the specific place of operation. Where the state may have criminalised or declared some of the activities by the partner as illegal, a risk analysis and plans for mitigation of negative impact on ActionAid should be undertaken before decision on partnership is taken. Any group or organisation seeking a partnership that involves funding must have at least **one full year of prior operation** and experience and preferably be able to demonstrate/provide **clean audited accounts** or **references** from other institutional funders. For new organisations, these requirements will be attained in the pre-partnership phase.
The group or organisation must have

methods, means and a venue to offer basic and up to date open information and accountability (e.g. annual report).

Where ActionAid funding is part of the agreement, the group or organisation must have a **bank account** or the funds should be channelled through the bank account of another legally registered and clean audited organisation with clear legal contract.

The partner must have **constituencies and communities** it works for, relates with, advocates for and have clearly **articulated and practiced accountability mechanisms** to those groups. The organisation must be trusted, valued and **recognised by poor and excluded people** and their organisations and movements.

The partner must be **free from prejudice and intolerance** to women, race, ethnicity, faith, political affiliation, disability, HIV &AIDS status, and sexual orientation.

The group or organisation must have **no record of illicit or criminal identity** related to its operations that is likely to damage the reputation and credibility of ActionAid.

The group or organisation's existence, mission and objectives and priorities are compatible with and supportive of those of ActionAid. The partnership must **contribute/add value to ActionAid's work**.

The partner consists of or represents poor and excluded rights holders, and where playing an intermediate role, has demonstrated **commitment, contacts and ability to reach and support these groups** in a non-patronising/domineering and accountable way.

The partner is willing and/or demonstrates commitment, and consistently does work to **promote women's rights** in all programmes, policy and campaigning activities

The partner demonstrates a willingness to embrace **democratic and participatory approaches and practice** in its work and relationships so as to promote accountability, openness and transparency, particularly to poor and excluded people.

The partner should have the capacity or willingness to look at and **confront issues of power i**n relation to poverty and injustice, including its own.

The partner should strive for efficiency**, effectiveness, quality and value for money** and must be committed to **learning,** as evidenced in the form of review and reflection process periodically conducted by the organisation.

8.1 Partner selection

ActionAid will enter into partnerships both proactively (seeking partners) or reactively (when sought by partners), using the minimum criteria stated in this policy.

8.2 Partner appraisal

A partnership will be established only after a thorough process of interaction, exploration and shared understanding between the partners and ActionAid. This process includes preliminary appraisals, participatory assessments of the organisation and dialogue.

All partnership appraisals, assessments and agreements should be mutual – setting out what ActionAid requires and desires of the partner, but also what the partner requires and desires of ActionAid.

The intensity and depth of interaction, exploration, development of shared understanding and vetting or taking reference will vary according to the duration, scope (community, DA, regional and national) and scale (volume of work or

significant funding) of the partnership.

The process of reaching a partnership agreement, particularly for significant funding or financing, should also involve partners taking references from existing or past partners to learn about the strengths, weaknesses and compatibility for partnership.

Any partnership which is anticipated to last for a period longer than a year, must be reached only after interaction between the senior management team and Board of the partner and senior management team of AAG.

Where partners manage child sponsorship-funded programmes, a thorough assessment of the suitability for child sponsorship should be accompanied by an assessment of the willingness, commitment and capacity of the partner to be accountable to ActionAid and communities in meeting the targets and time frames in sponsorship communication. The partnership agreement should include specific clauses on child protection and sponsorship management accountabilities. Intensive capacity building of the partner should follow before phase in of sponsorship activities.

8.3 Partnership approval

All partnership agreements must be approved by the Country Director. Partnership agreements will not be approved by the person developing and managing the specific partner or partnership. No member of staff within the organisation can approve a partnership involving funding.

9. Management of Partnership

9.1 Nurturing and Sustaining the Relationship

Collaborations of all kinds whether partnerships, coalitions etc, are

relationships and their success depends on how they are managed. The differences in experiences, capacity, competencies, and values of the parties to the collaboration (even where some of the values are common) are causes of differences that need to be recognised and managed to nurture the relationship. AAG will only be interested in nurturing true partnerships and coalitions and networks.

Some ideas proposed for nurturing relationships include:
- Setting mutually agreed objectives (as in programme document) and reviewing them on an agreed schedule
- Organising regular joint meetings to review performance and creating opportunity for identifying and addressing concerns at a very early stage e.g. monthly review meetings, quarterly review meetings, PRRPs
- Creating opportunities for sharing of experiences, skills, knowledge etc to reduce knowledge / competence gaps and to promote mutual learning.
- In collaborations with smaller and less endowed organisations our values of humility and mutual respect should make us recognise opportunities to learn from the partner.
- Promoting open and frank communication – not just of concerns but giving and receiving positive (and more importantly) negative feedback

9.2 Managing Power Relationships in Partnerships

ActionAid recognises partnership as a voluntary relationship premised on equality where each partner brings different contributions (funds, experience,

knowledge, staff, relationship, legitimacy) but where all are valued as equally important. ActionAid recognises the real power associated with funding and will remain sensitive to its impact on relationship with the partners. ActionAid will proactively seek to counter this by:

- Being transparent and open and holding itself open to question by partners on all funding decisions.
- Abiding by the values and principles of mutual respect, mutual accountability and humility in our conduct with partners, in line with attitudes and behaviours outlined in ALPS.
- By ensuring that teams and staff who work with partners and manage partnership are inducted, trained and briefed to be aware of the power they have, respect the partners and avoid any patronising/domineering attitudes and behaviours, disrespect, disregard or inefficiency.
- By respecting partnership agreements we will not unilaterally impose conditions and requirements, particularly those which ActionAid itself cannot comply with or deliver. However, ActionAid can opt out of the partnership if the partner violates the tenets of the agreement and related accountabilities.
- Similarly, where a partner feels that ActionAid is using its power unjustly and to the detriment of the organisation and partnership objectives, or where any of the above principles and obligations are not met by ActionAid, the partner should use the ActionAid Complaints Mechanism Policy to seek redress.

10. Accountability and Obligations of both Parties

10.1 Partnership Programme Document

All partnerships should be defined and described in a written partnership agreement signed by the authorised staff. A partnership programme document would be developed in a joint process by partners and written in forms and language that are mutually workable. The partnership programme document will spell out not only the obligations of the partner, but also of ActionAid.

AAG would prepare and provide to the potential partner a document that informs the potential partner about the project/programme over which the two are to collaborate.

After agreeing to the key issues that need to be included in the document, teams from both partners can meet and develop the document. The document to be developed would contain:

Cover Page
- Title
- Duration
- Primary contact person from each side
1. Introduction
   - Regional Context (emphasis on thematic interest)
   - Local Context (emphasis on thematic interest)
2. AAs strategic objectives and approach
3. Partner's strategic objectives and approach
4. Partner/AA relationship – zero down on what have been done together and the rationale for continuation of partnership. This could be done by talking to the SWOT of both AA and the partner based on the past working relationship
5. Partnership objectives
6. Programme focus
7. Target groups or broad constituency

8. Geographical focus of partnership arrangement
9. Specific activities and work plan including
   • How partnership will enable: both AAG and the partner to realize their

visions, missions and strategic objectives
10. Expected outcomes and indicators both partnership and programming
11. Sponsorship and fundraising
12. Management arrangements
    • Partner
    • AA
13. Finance
    • Financial projections
    • Financial control systems – finance manual, expenditure verification, audit etc
14. Risk Analysis
15. Strategies for programme monitoring and evaluation:
    · PRRPs
    • Monitoring
    • Reporting and documentation
    • Evaluation
16. Principles and Obligations
    • Understanding of how the information and knowledge generated as a result of partnership will be presented and promoted and by whom
    • Roles, responsibility and contribution by partners to the project or programme – money, knowledge, staff, relationship etc.
    • Mutual obligations: reports, regular communication, communication about significant changes in the organisation, representation, promotion, consultation, transfers and transactions,
    • Conflict/dispute resolution mechanisms: reconciliation process, escalation to the next level of management or governance, arbitration and legal framework
    • Mutual and external review, audit and learning requirements including community based social audits
    • Statement about whether or not the partners have other partners for same objective, project, programme, community or locality

17. Duration: Time frame in terms of the total duration as well as review and renewal time and process, termination clause and modes of disengagement
18. The process and authority of amending or terminating the agreement

The final document is then agreed by both partners.

10.2 Memoranda of Understanding (MOU) on Partnership

To ensure mutual respect, equal understanding and joint responsibility for the contents of the programme document, it is important that a Memorandum of Understanding (MOU) is developed and signed by both parties.

The MOU will state:
• The objectives of the partnership

• Principles and values guiding the partnership

• The responsibilities of each partner – including AAG accountability such as disbursement of resources, accountability to the partner and the constituents, feedback when issues are raised and the other partner's accountabilities such as financial and narrative reporting, use of resources under the partnership etc. Each partner's responsibility in planning, implementation, monitoring and evaluation should be clearly stated. AAG should have direct contact with partner communities/constituents despite the partnership and it should be understood that AAG would interact with the constituents despite working with a partner.

• Clear lines of communication

• Duration of partnership and process for renewal

• Conditions and process for terminating

the contract (including attitudes etc as can be caused by AAG and those that can be caused by the other partner)

In most cases, ActionAid should only enter into partnerships with organisations that have the minimum capacity to account properly for the use of resources or have a plan to build up such capacity. In the case of nascent organisations, the capacity strengthening process should be part of the programme agreement. Where funding of the partner is part of the agreement, the finance function will be involved in the assessment of the process and determine the existence of the minimum capacity based on the provisions in the Global Financial Management Framework or the Local Financial Policies and Procedures Manual in the case of country programmes.

11. Partners' mutual responsibilities

Partners should demonstrate commitment; embrace strategy and a practice of delivering transparency and accountability to poor and excluded rights holders and their community, organisations and movements.

Partners should consult each other and consider their feedback and recommendations when developing organisational strategies, plans and priorities and policies that will affect the partners.

ActionAid should provide timely disbursement of fund and partner should provide timely and agreed use of fund.

Partners should provide and accept technical and management support. They should also provide feedback on partner reports within two weeks.

Partners should demonstrate transparency in partnership decision-making, clearly indicating and communicating reasons why a partnership has been agreed, denied, terminated or continued.

Partners should fully disclose and explain the context, goals, objectives and full financial and budgetary details of the project, even if partners are only involved in a part of the project or programme.

Partners should hold an annual quarterly review of their partnership in a partners' forum. They should review the successes, challenges and lessons learnt and identify areas requiring improvement in terms of mutual policies or practices of partnership.

ActionAid should invite and include partners to key organisational events and processes including capacity-building trainings and workshop, but remain sensitive not to burden partners or impose adhoc activities on them.

Partners should implement projects as per their agreement; they should share information including outcomes, results and impacts, production of reports to enable them to meet accountability to donors, supporters and governments.

ActionAid should not ask or impose any demands on other partner when the partner itself can not comply or deliver.

12. Key Accountability Documents in Partnerships

The following documents are the core accountability documents that every partnership process should aim to formulate, review and approve. They should be accessible, and should be retrievable by management, programme and finance staff and auditors at any time during the partnership.

Partnership programme document – this may be short- or long-term and may be a one-off agreement or renewable by mutual agreement.

Programme Memorandum of Understanding – this is an annex to the Partnership programme document detailing the objectives of the partnership,

principles and values guiding the partnership, accountability systems, communication lines, duration of partnership, process for renewal, conditions and process for terminating the contract.

Programme and Financial Reporting Formats – the format and content is agreed with the partners at the time of signing the Partnership Programme Document and the MOU.

13. Monitoring and Evaluating Partnerships

As stated above, collaborations are a relationship and like all relationships, provide useful opportunities for learning. Even when the processes proposed for entering into collaborations above have been followed many factors would subsequently determine whether the collaboration actually works or not. Successfully signing a well thought through MOU does not by itself assure success. There is therefore the need for the parties involved in the collaboration to continuously check the progress of the process and feed observations back to ensure the process is kept on track.

The AAG Monitoring and Evaluation framework would address how to monitor programme activities and financial resources effectively while working with partners. However, the partnership itself needs to be monitored.

14. Leaving the Relationship

AAG will exit from relationships on two conditions;
- When the period of collaboration agreed in the MOU comes to an end; or
- When the collaboration is to be terminated before term based on the terms of the MOU.

Where there is the need for termination of a relationship AAG should ensure that it is responsibly done. Where there is indication of breach of the provisions of the MOU, AAG would document such breach as well as measures taken by AAG to draw attention to the breach and to address it.

The MOU should state clearly the status of resources, especially capital assets, in the case of the termination. In the case of subcontracts, all assets may be taken back by AAG while assets may be left for partners if the partnership is terminated after not less than three years.

The provision of terms for termination should not encourage AAG to rush to terminate a collaboration if it is not working well. AAG should endeavour to exercise introspection in the circumstance and admit its role in the unhealthy relationship if it is to be blamed. It should also endeavour to save the relationship as much as possible but recognise when a relationship is not just working and to back out taking care to respect the terms of the MOU. In all cases the interest of the target constituents shall be protected.

15. Implementation and Review of Partnership Policy Guideline

It is expected that regional programmes and thematic leads will use this guideline as a guide to develop or operationalise partnerships. Policy Advisors and Programme Managers will be accountable to the EMT to ensure the internalisation and compliance with this policy guideline in their regions and sectors.

This guideline will be reviewed comprehensively after three (3) years, but the policies will be regularly updated as and when necessary.

Appendix Two M&E indicators

ActionAid Ghana
CSP IV Performance Monitoring Framework (PMF)

Code	Performance measuring Indicators	Baseline	Target	Data Sources	Method of Collection	Frequency	Person (s) Responsible
1.0 Outcome Indicators							
1	Proportion of women in governments appointments	11%	40%	MoWAC, PSC	Interviews	Bi-annual	IASLC,PAs, PMs,M&E Fps
2	Proportion of women elected Members of Parliament	7.8% (18/230)	15%	EC, Parliament	Interviews	Bi-annual	IASLC, Pas, PMs, M&E FPs
3	Proportion of women elected Assembly Members	11% (576/4,830)	15%	EC, MMDAs	Interviews	Bi-annual	IASLC, Pas, PMs, M&E FPs
4	Proportion of women Appointed Assembly Members	28% (555/1,956)	40%	EC, MMDAs	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
5	Proportion of women with access to productive lands		≥50%	MoWAC, HHs com'ties	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
6	Proportion of women accessing pro-poor productive resources(MASLOC loans)			MoWAC, HHs com'ties	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
7	Percentage of women accessing anti-natal care (ANC coverage)	97.4%	100%	MoH, GHS, health facilities	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
8	Percentage of women accessing post-natal care (PNC coverage)	57.5%	100%	MoH, GHS, health facilities	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
9	Proportion of supervised delivery (in health facilities)	39.5%	100%				
10	Percentage increase in immunisation coverage	87%	100%	MoH, GHS, health facilities	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs

#	Indicator						
11	Percentage reduction in maternal mortality rate (MMR)	200/100,000	180/100,00	MoH, GHS, health facilities	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
12	Percentage reduction in child mortality rate (CMR)	50/1000	35/1000	MoH, GHS, health facilities	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
13	Percentage of budget allocated to the education sector	GH¢2,056,143,338 (25.79) - 2010	30%	MoFEP, MoE, GES, Parliam't	Budget track-ing/ analysis	Bi-annual	IASLC, PAs, PMs, M&E FPs
14	Percentage increase in budget allocated to Basic Education for all (as percentage of Education Expenditure)	48.4% (2008)		MoFEP, MoE, GES, Parliam't	Budget track-ing/ analysis	Bi-annual	IASLC, PAs, PMs, M&E FPs
15	Number of pupils/students benefiting from pro-poor educational policies/programmes (GSFP, free uniform and exercise books)			MoFEP, MoE, GES, GSFP	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
16	Percentage increase in Gross Enrolment Ratio (GER) in school	89.9%	100	MoE, GES, NDPC	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
17	Percentage increase in Net Enrolment Ratio (NER) in school	83.7%	100	MoE, GES, NDPC	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
18	Gender Parity Index in favour of girls	0.98%	1	MoE, GES, NDPC	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
19	Survival rate (primary completion rate)	88%	100				
20	Number of schools made functional by direct interventions of AAG	138		MMDA, GES, com'ties	Interviews	Bi-annual	IASLC, PAs, PMs, M&E FPs
21	Percentage increase in budget allocation to agricultural sector	GH¢256,886465 (3.2%)		MoF, MoFA, Parliament, GAWU	Budget track-ing/ analysis	Bi-annual	IASLC, PAs, PMs, M&E FPs
22	Proportion of farmers recording increased productivity and incomes			MoFA, MMDA, GAWU, com FoodSPAN	Interviews, policy/ research	Bi-annual	IASLC, PAs, PMs, M&E FPs

#	Indicator	Target		Means of verification	Frequency	Responsibility
23	Number of people mobilised by networks/coalitions for HungerFREE Campaigns	5,000		Interviews, policy/research	Bi-annual	IASLC, PAs, PMs, M&E FPs
24	Government and legislature consult with women rights and civil society groups during Annual Budget process			Budget tracking, policy analysis	2014	IASLC, PA (WR)
25	Proportion of marginalised people benefiting from pro-poor policies/programmes		50%	Policy analysis, research	2014	IASLC, PAs (RE WR & FRCC)
26	Policy formulation and planning guidelines make room for consultations and involvement of marginalised people			Com'ty score card, Citizens report card	2014	IASLC, PAs HoP
27	Proportion of marginalised people participating in decision-making and development processes in their localities			Com'ty score card, Citizens report card	2014	IASLC, PAs HoP

(Institutional columns: MoFA, GAWU, FoodSPAN (23); MoF/MoWAC, Parliament (24); MoF, MoESW MoWAC (25); MoLRD, MMDA, MoFEP, communities (26); MoLRD, MMDA, MoFEP, communities (27))

Appendix Three: Risk Matrix:

AAG: RISK REGISTER for CSP IV

Strategic Objective	RISK — Risk Identified	Impact	Prob-ability	RISK MANAGEMENT STRATEGY — Current Action / Policies	Risk Owner	Action Plan
PROGRAMME STRATEGIES	Women not interested in taking up leadership positions.	H	M	Dialogue and awareness creation through capacity building, Networks and other partners	CD	Continuous dialogue and awareness creation.
A) Promote affirmative action through effective policies to build and strengthen women in leadership roles.	Inadequate partner capacity to build and strengthen women in leadership roles.	H	M	Training and capacity building for partners.	CD	Non renewal of MoU of non performing partners. Refresher / continuous training for partners in RBA.
	Resistance by government structures against the process.	H	M	Collaboration with duty bearers, DCE's, MMDA's.	CD	Continue working with government structures and duty bearers e.g. DCE, MCE, MMDA's
constitutional and electoral reform processes for gender parity leadership positions in all state and other institutions.	Cultural and traditional barriers to women's participation in leadership positions.	M	H	Anti sexual Harassment policy Training in the DV Act Support women participation in governance: District Assemblies and Parliament	CD	Build /support coalition of Partners working on Women's leadership issues. Support networks and campaigns for gender equity
B) To mobilise community members especially men and boys to campaign against all forms of violence against women and girls, and advocate for effective policies to that effect.	Resistance from local government, traditional authorities and communities.	H	M	Working within coalitions of interest groups	CD	Continuous education and sensitization
	Cultural and traditional barriers that encourage violence against women and girls.	M	M	Anti sexual Harassment policy Training in the DV Act	CD	Build /support coalition of Partners working on violence against women and girls. Support networks and campaigns for gender equity.
C) To advocate for women to have greater access to economic opportunities to improve their economic level in the society.	Lack of equal opportunities for women in their communities	H	M	Dialogue and advocacy	CD	Continuous dialogue and awareness creation
	Cultural and traditional barriers that deny women access to economic opportunities.	M	M	Training in the DV Act	CD	Build /support coalition of Partners working on livelihood initiatives Support networks and campaigns for gender equity.
	Low capacity of partners to deliver on advocacy	H	H	Capacity building and monitoring	CD	Effective capacity support and monitoring

Objective	Risk/Challenge			Strategy	Responsible	Action
D) To strengthen the capacity of women to claim their rights to suitable land for their own use without let or hindrance	Resistance by women to own the process.	H	L	Dialogue and awareness creation through, Networks and other partners	HoP	Continuous dialogue and awareness creation
	Resistance by power brokers to empowerment of women	H	M	Collaboration with duty bearers, DCE's and MMDA's	HoP	Continue working with government and duty bearers.
	Cultural and traditional barriers to women's participation in development activities.	M	M	Anti sexual Harassment policy DV Act Support women participation in governance: District Assemblies and parliament	HoP	Build /support coalition of Partners working on Women's Rights issues. Support networks and campaigns for gender equity
E) To improve the health of women and children in our partner communities	Absence of accurate/ adequate data on women's health issues	H	L	Collate findings on research on women's health issues	HoP	Issues identified to form the basis for intervention in 2011 to end of CSP IV
	Existence of food taboos, poor nutritional practices affecting the health of children	H	M	Training, dialogue and awareness creation through, Networks and other partners	HoP	Po's to identify & document practices in communities. Continuous awareness creation in collaboration with MoH officials
F) To deepen the overall development, utilization, empowerment and commitment of the Affiliate's human resources	Managing high staff turn-over	H	M	HRPPM Appraisal systems and peer re-views Organizational climate survey Staff Council	HR/OD	Regular review of HR Manual and provision of competitive remuneration
	Staff resistance to change process	M	M	Providing training, refresher courses and capacity development	HR/OD	Periodic reminders on the change process
G) Consolidate the culture of reflection, learning and sharing within the Ghana Affiliate Programme.	Low interest culture in learning	H	M	Reflect circles Skills development	HoP	Motivation, regular feedback and reflection meetings.
	Heavy workload, en-trenched positions	H	M	PRRP, quarterly meetings and reflection and learning incorporated in work plans	HoP	Creating space for reflection and learning and sharing in work plans Tracking workload of staff
	Maintaining our goodwill after phasing out of DA/ Communities	M	M	Developing framework for Phase Out	HoP	Developing strategies to ensure programme sustainability

ENABLING STRATEGIES						
H) Increase financial and non-financial indicators to ensure that resources are efficiently and effectively used to the benefit of the poor and marginalized.	Non compliance with financial policies	H	L	Regular Audit to ensure compliance with LFPPM, Procurement Policy, Fraud Whistle Blowers policy etc.	HoF/S	Conduct regular audit. Provide feedback, updates and training for both finance and non finance staff
	Misuse of funds	H	L	Build capacity and internalize policies and procedures in resource use.	HoF/S	Providing reminders on issues relating to effective, efficient and economical programme fund management
	Non compliance with Partnership Arrangements	H	M	Poor/ Non compliance by Partners	HoP	Building capacity of partners. Regular audit and review of Partnership agreements where applicable.
I) To increase and diversify our funding sources by fundraising locally and internationally.	Reducing child sponsorship income	H	H	Quality control on Sponsorship reports	HoF/S	Intensify efforts in Partnership and local Fundraising
	Fund raising risks	M	M	Local Fundraising Guidelines	CD	Compliance with Fundraising policy/ guidelines
	Low capacity in fundraising	M	M	Training fundraising skills	CD	Continue training in fundraising
J) To improve our performance and impact of our work through an effective monitoring and evaluation system in our operations	Communities owning the planning process	H	M	Capacity building and Skills development	HoP	Motivation, regular feedback and reflection meetings.
	Managing open information policy	M	M	ALPS, Open Information Policy Development of website for AAG Creation of space on HIVE	CD	Periodic reminders on guidelines on information policy
	Creating a data base on completed donor projects	M	L	IT Clinics Create Server space for storing of information	IT	Periodically collating data on projects at Da's Creating space on server/ DA's to collate project info
K) To position AAG more visibly and strongly, as a leader in the fight to end poverty and injustice at national, regional and local levels and also give face and voice to the poor.	Communities owning the RBA process	H	M	Capacity building and Skills development	HoP	Motivation, regular feedback and reflection meetings.
	Managing open information policy whilst working with media organizations	M	M	ALPS, Open Information Policy Development of website for AAG Creation of space on HIVE	CPRC	Periodic reminders on guidelines on information policy
	Challenges in working through partners and networks	M	L	Partnership Guide	HOP	Periodically collating data on projects at Da's Creating space on server/ DA's to collate project info

Objective	Risk / Issue			Action	Resp.	Monitoring / Mitigation
L) To ensure that the Affiliate has the structure, policies, accountability mechanism and monitoring practices in place to achieve the requirements of Affiliate governance of Information Technology.	System shut downs including managing data recovery situations	H	M	Capacity building and Skills development	CD	Regular feedback and reflection with team members/ SMT meetings.
	Managing confidentiality as against an open information policy	M	L	ALPS, Open Information Policy Development of website for AAG Creation of space on HIVE	CD	Periodic reminders on guidelines on information policy
	Unstable and unsecured computer environment	M	M	IT Clinics Create awareness on compliance with AAI IT policies	IT	Providing periodic reminders on best IT practices
M) To build a General Assembly and a Board of Trustees that provides the strategic direction for AAG whilst fitting into the scheme of operations of AAI	Issues from communities are addressed piecemeal with no strategic reference.	H	M	Creation of a strategic plan which sets out the key aims, objectives and policies.	CD	Community consultation through PRRP's to ensures community views heard
	Trustee body lacks relevant skills or commitment	H	L	Skills review. Competence framework and job descriptions. Trustee training. Recruitment processes.	CD	Members to be provided training and a Governance manual. Members to critically review their performance an annual basis.
	Board of Trustees domi-nated by one or two individuals, or by connected individuals.	H	L	Reference to the governance manual & constitution for associates/affiliates. Recruitment and appointment processes and constitutional validity. Procedural framework for meetings and recording decisions.	CD	Members to be provided training in the Governance manual.
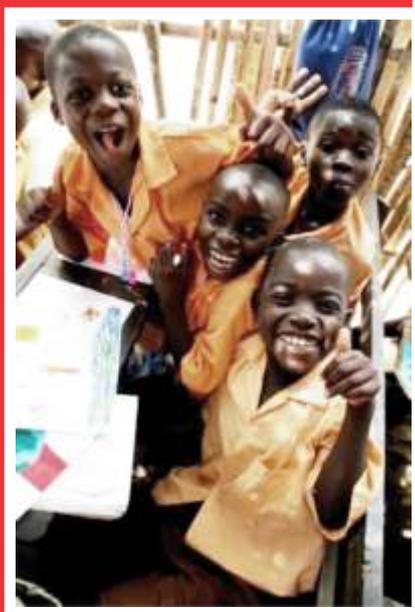
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