

**act:onaid**  
ghana



## Country Strategy Paper V

*"Increasing Possibilities, Claiming Rights"*

2015 - 2019



**Country Strategy Paper V**  
**"Increasing Possibilities, Claiming Rights"**  
**2015 - 2019**



# act:onaid ghana

ActionAid is a global movement of people working together to further human rights for all and defeat poverty.



**CIMG Not-for-Profit  
Organisation of the Year 2013**

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## ***Our VISION***

*“A world without poverty and injustice in which every person enjoys their right to a life of dignity”*

## ***Our MISSION***

*“To work with poor and excluded people to eradicate poverty and injustice”*

## ***Our VALUES***

### **MUTUAL RESPECT**

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

### **EQUITY AND JUSTICE**

requiring us to work to ensure equal opportunity for everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion

### **HONESTY AND TRANSPARENCY**

being accountable at all levels for the effectiveness of our actions and open in our judgments and communications with others

### **SOLIDARITY WITH THE POOR**

powerless and excluded will be the only bias in our commitment to the fight against poverty

### **COURAGE OF CONVICTION**

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

### **INDEPENDENCE**

from any religious or party-political affiliation

### **HUMILITY**

in our presentation and behaviour, recognising that we are part of a wider alliance against poverty





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## ACRONYMS

<b>AA</b>	ActionAid
<b>AAG</b>	ActionAid Ghana
<b>AAI</b>	ActionAid International
<b>ACRE</b>	Action for Children's Rights in Education
<b>ALPS</b>	Accountability Learning and Planning Systems
<b>AP</b>	Affiliate Programme
<b>BECE</b>	Basic Education Certificate Examination
<b>BOT</b>	Board of Trustees
<b>CBE</b>	Complementary Basic Education
<b>CD</b>	Country Director
<b>CLC</b>	Community Listeners' Club
<b>CLT</b>	Country Leadership Team
<b>COMBAT</b>	Community Based Anti-Violence Team
<b>COP</b>	Community of Practice
<b>CP</b>	Country Programme
<b>CRSA</b>	Climate Resilient Sustainable Agriculture
<b>CSO</b>	Civil Society Organisation
<b>CSP</b>	Country Strategy Paper
<b>DOVVSU</b>	Domestic Violence and Victim Support Unit
<b>DVA</b>	Domestic Violence Act
<b>EPA</b>	Economic Partnership Agreement
<b>FEV</b>	Female Extension Volunteers
<b>FRSCM</b>	Fundraising and Supporter Care Manager
<b>GA</b>	General Assembly
<b>GES</b>	Ghana Education Service
<b>HOF</b>	Head of Finance
<b>HOPP</b>	Head of Policy and Programmes
<b>HR</b>	Human Resource
<b>HRBA</b>	Human Rights-Based Approach
<b>HRMIS</b>	Human Resource Management Information System
<b>HROD</b>	Human Resource and Organisational Development



## ACRONYMS

<b>IFF</b>	Illicit Financial Flows
<b>IFI</b>	International Financial Institution
<b>IFSN</b>	International Food Security Network
<b>IPD</b>	Institutional Partnership Development
<b>IT</b>	Information Technology
<b>JHS</b>	Junior High School
<b>KCP</b>	Key Change Promise
<b>KRA</b>	Key Result Area
<b>LFPPM</b>	Local Financial Policies and Procedures Manual
<b>LOCOMS</b>	Local Community Sponsorship
<b>LRP</b>	Local Rights Programme
<b>MDG</b>	Millennium Development Goal
<b>MDTP</b>	Medium Term Development Plans
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIS</b>	Management Information System
<b>MMDA</b>	Metropolitan Municipal and District Assemblies
<b>MO</b>	Mission Objective
<b>MOFA</b>	Ministry of Food and Agriculture
<b>MPI</b>	Multi-dimensional Poverty Indices
<b>PCM</b>	Policy and Campaigns Manager
<b>PDP</b>	Positive Discipline Pack
<b>PIF</b>	Programme Implementation Framework
<b>PMF</b>	Performance Monitoring Framework
<b>PRRP</b>	Participatory Review and Reflection Process
<b>PRS</b>	Promoting Rights in Schools
<b>RG</b>	Regular Giving
<b>RTEP</b>	Rights to End Poverty
<b>SEN</b>	Special Education Needs
<b>SO</b>	Strategic Objective
<b>TOC</b>	Theory of Change



Our new Country Strategy Paper 2015 – 2019 (CSP V) is a bold and careful response to the changing needs of our communities and a refined examination of our approach to the vision of ActionAid Ghana (AAG). As we open a new development chapter in our work with people living in poverty and the excluded, the Board and Management of AAG are delighted to share this document with all our partners, collaborators and all development thinkers who share our vision of a world without poverty and injustice.

In this new strategy, we hope to enliven the many development opportunities around us and build on strategic networks to meet the objectives we have set for ourselves for the next five years. It is perhaps most fitting and appropriate that CSP V comes under the name **“Increasing Possibilities, Claiming Rights.”**

The production of this document required the utmost contribution of the staff and management of AAG, who worked tirelessly from the inception stages to its current form. After careful consideration of our mission priorities, and a few suggestions during Board meetings, we are proud of the amount of creative energy that has gone into the development of the strategy, and can look into the future with great promise.

We are confident that AAG will take advantage of the boundless opportunities presented in this strategy to work towards the broader national and international objective of bringing meaningful changes into the lives of people living in poverty, particularly women and children. AAG is mindful of the peculiar challenges in our thematic work in education, women's rights, food rights and climate change. However, we believe that as we continue to implement viable interventions, in line with our mission and enabling objectives, a world without poverty and injustice is achievable.

It is worthwhile to mention that CSP V has come at a very eventful time in AAG, when there is renewed energy to expand our operations with partnership funding and extend our reach to impact new communities. The document also marks the end of a year which saw AAG voted the Not-for-Profit Organisation of the Year by the Chartered Institute of Marketing, Ghana (CIMG). The coveted award is a palpable endorsement of the unique approach to our mandate, which encourages us to intensify our work with poor and marginalised communities.

It is, therefore, with great honour and pride that we present to you our new Country Strategy Paper 2015 – 2019 (CSP V). As you read this document, be assured that you are in alliance with AAG to increase possibilities for people living in poverty and to support them to claim their rights.

Thank you very much.



**Marilyn Aniwa**  
**Board Chair, ActionAid Ghana**



## COUNTRY DIRECTOR'S STATEMENT



I am very pleased to welcome you to our Country Strategy Paper, the fifth such development framework by ActionAid Ghana since the establishment of the Country Programme in 1990. The current strategy is the result of a wide consultative process involving the hardworking and enthusiastic staff of AAG, who made tremendous efforts to situate the document within our international development framework and the appropriate country context. It is, therefore, with great excitement that we embark on this development journey with our partners, collaborators and other development stakeholders.

Building on the successes and shortcomings of our previous strategies, CSP V is a composite development manual which carefully analyses our key lessons, best practices and challenges in development programming and implementation. In this strategy, we have resolved to focus on a few clearly defined mission objectives, to enable us achieve our targets within the period.

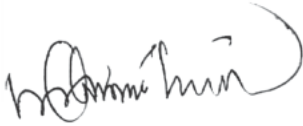
As AAG turns 25 this year, we are proud of the development interventions and innovations we have implemented in some of the most deprived rural communities in Ghana. We are also encouraged to see that people living in poverty are taking advantage of these innovations to improve their lives and

their environments. In the coming years, we hope to increase development possibilities for disadvantaged people in marginalised communities and empower them to claim their rights.

As we strengthen our partnerships with our local and national partners and build more alliances with our donors and development stakeholders, we hope to expand our operations and extend opportunities to new communities in our development areas. We remain committed to working towards a world without poverty and injustice, and we are convinced that this development strategy is a bold step in a clear direction.

I would like to express our profound gratitude to all our partners, collaborating government ministries, regional and district coordinating councils, and other civil society organisations for the support and rewarding working partnerships we have enjoyed over the years. We look forward to greater collaboration as we work towards the implementation of our new development strategy.

With compliments

A handwritten signature in black ink, appearing to read 'Sumaila Abdul-Rahman', with a large, sweeping flourish at the end.

**Sumaila Abdul-Rahman**  
**Country Director**

## EXECUTIVE SUMMARY

### Introduction

**“Increasing Possibilities, Claiming Rights”** is the name of the new strategy for AAG for the period 2015 - 2019. The goal of the strategy, set out in this Country Strategy Paper V (CSP V), is to increase people’s possibility and capacity to make the most of their potential. The strategy builds on previous ones, analyses emerging trends from the local and international contexts and draws significant lessons from the review of CSP IV (2010 - 2014), which was under the theme **“Rights and Responsibilities”**. AAG’s theory of change and identity, how we work, mission priorities and enabling objectives will form the basis of the execution of this strategy. Our mission priorities are the changes we intend to achieve and our enabling objectives show how AAG should develop as an organisation in order to acquire the desired capacity to achieve our goals and fight for the rights of the poor and marginalised in society.

### Poverty and Inequality

Poverty in Ghana is highly endemic among food crop farmers (at 46%) and minimal among formal sector workers. Workers in the public sector (8%) and private formal sector (10%) have a lower probability of being poor as compared to those in private informal employment (17%). Despite the significant decline in poverty at the national level, there are wide disparities across regions, gender and between urban and rural residents. There is growing evidence that while the incidence of income poverty has reduced, income inequality has widened considerably between the poorest and the



richest quintile. Whereas the poorest average income has fallen from 6.9% in the early 1990s to 5.2% in the mid-2000s, the richest incomes have increased from 44% to 48.3% over the same period.

### **Our Mission and Enabling Objectives**

AAG is committed to working with people living in poverty and injustice to increase their possibilities and capacity to make the most of their potential to live as full creative human beings. AAG's mission hypothesis is that four (4) carefully selected mission objectives and five (5) enabling objectives are needed to create the change that we seek to make to enable people living in poverty to claim their rights.

#### ***Our Mission Objectives***

1. Promote climate resilient sustainable agriculture (CRSA) and women's secured access to and control over land and other productive resources.
2. Advance political influence of women and girls; reduce women's unpaid care work and violence against women and girls.
3. Promote access to quality public education for boys and girls which respects their rights and enhances capacity of young people to drive their development priorities.
4. Improve gender responsiveness of mining and extractive companies and ensure fair redistribution of resources to eradicate poverty.

#### ***Our Enabling Objectives***

1. Enhance effective programme integration, coherence and quality at all levels in order to achieve the desired impact on the lives of people living in poverty.
2. Increase capacity and motivation of staff to deliver this strategy and promote women and young people's leadership.
3. Improve financial management, planning and reporting through the development of effective systems and processes in order to promote accountability and transparency across the organisation in line with our values.



4. Enhance mutual accountability of our governance structures with support from the ActionAid International (AAI) Secretariat.
5. Raise our profile, improve our support and diversify our funding sources towards achieving our mission related priorities.

### **Country Strategy Paper - CSP IV Review**

The key findings below emerged from the review process of CSP IV and were useful for the development of CSP V:

- a. All interventions within the period were directed towards achieving the ultimate objective of improving and strengthening poor people's **“power within and power with”** to work with others to demand their rights and articulate their views.
- b. The CSP IV objectives were in line with the Ghana Shared Growth and Development Agenda (GSGDA) (2010 - 2013) which aimed at reducing poverty and empowering the citizenry.

### **Income**

During the CSP V period (2015 – 2019), total income per annum will rise consistently from £2,940,000 in 2015 to £3,856,000 in 2019. This will result in an average annual income of £3,203,000 for the five year period of CSP V.



## INTRODUCTION

The new strategy for ActionAid Ghana “**Increasing Possibilities, Claiming Rights**” seeks to create a just and supportive environment for people living in poverty and the excluded to advance their fundamental human rights. The Human Rights-Based Approach (HRBA) to development will therefore underpin the implementation of this strategy.

### 1.0 OUR IDENTITY

ActionAid Ghana is an Affiliate of the ActionAid Federation. The affiliation status has given AAG a dual identity as an international NGO and a national self-governing legal entity with a degree of autonomy. As the first Southern Affiliate of the ActionAid Federation, AAG transformed as a branch of AAUK in 2005 and as an Associate of ActionAid International (AAI) and then got registered as a national NGO with a functional Board of Trustees. In 2007, AAG gained Affiliate status and established a General Assembly.

AAG has been operating in Ghana since 1990 and has a presence in six (6) out of the 10 administrative regions of Ghana. These are the Upper East, Upper West, Northern, Brong Ahafo, Volta and Greater Accra Regions. AAG has established 13 Local Rights Programmes (LRPs) across the six regions. The focus of our interventions has over the years shifted from helping to address the manifestations of poverty to the structural causes of poverty, including injustice. AAG has developed and implemented innovative and creative interventions such as Community Based Anti-Violence Teams (COMBAT), girls’ and boys’ clubs, female extension volunteers’ schemes, etc. with people living in poverty and their communities to transform power relations and structures. Based on past learning alternatives, changes in ideas and attitudes that affect the fulfillment of the rights of people living in poverty, it is strategic to build the capacity of local communities to enable them access their rights.

AAG has worked directly with the excluded and people living in poverty and their organisations over a long period of time - mobilising, strengthening and connecting them to other solidarity platforms and campaigning with them to challenge the structural causes of poverty and injustice.

## **2.0 CONTEXT ANALYSIS**

Ghana's population now stands at 24,658,800, according to the 2010 Population and Housing Census. There are 12.6 million females, representing 51.2% of the population, and 12 million males, representing 48.8%. This gives a sex ratio of 100 females per 95 males. The active population, made up of people within the age range of 15-64, constitutes the largest population of 14 million, followed by children in the 0-14 age bracket with a population of 9.5 million, with the aged of 65 years and above constituting 1.2 million. The country has 75 ethnic groups and a total land area of 239,460 square kilometres.

### **2.1 Political**

Ghana has evolved into a relatively stable democracy throughout the last two decades. The country continues to show good performance on democratic governance, arising from a strong multiparty political system, freedom of expression, growing media pluralism and strong civil society activism. Since 1992 there have been six successful elections, with two of them, in 2000 and 2008, resulting in victories for opposition parties. The most recent elections were held in December 2012 with the Electoral Commission declaring the candidate for the National Democratic Congress (NDC) party, President John Dramani Mahama, winner with 50.7% of the vote.

The NDC also won a parliamentary majority. However, the presidential election results were contested in the courts by the main opposition, the New Patriotic Party (NPP), led by Nana Addo Dankwa Akufo Addo. The election results were upheld in August 2013, after an eight-month battle in the Supreme Court. The opposition peacefully accepted the ruling in favour of the incumbent. The legal processes after the 2012 elections added credence to the practice of democracy in Ghana, however, critics point to the authority wielded by the executive over the legislature and to an extent over the judiciary, the apparent control of the government over security institutions such as the police and the need to build institutions that are mandated to promote accountability by resourcing and strengthening institutions, such as the Domestic Violence and Victim Support Unit (DOVVSU), the Commission on Human Rights and Administrative Justice (CHRAJ) and others.



## 2.2 Natural Resources

Ghana is endowed with abundant natural resources. These include vast agricultural, mining and human resources. However, agriculture remains the mainstay of the economy. The agrarian sector employs over 41% of the Ghanaian workforce and its contribution to the country's GDP was 22% in 2013, down from 31.8% in 2009. Cocoa is the second-largest export, and new exports such as wood products, textiles, jewellery, pineapples and tuna fish are rapidly diversifying the country's agricultural export profile.

Ghana is also the second largest gold producer in Africa. In 2012, the mining sector alone contributed 27% of the total tax income of the country and 6% of the country's Gross Domestic Product (GDP). The extractive sector accounted for 56% of exports in 2011, up from 12% in 2010, as a result of oil discoveries. However, the sector's overall contribution to state revenues is relatively small. Ghana is amending its Exploration and Production Bill, a piece of legislation designed to strengthen regulation of Ghana's extractive sector, management of oil blocks, inspection requirements and management of the social and environmental impact of the extractive industries. This provides an opportunity for civil society engagement (Ghana government web page, [ghana.gov.gh](http://ghana.gov.gh), 2014).





## 2.3 Socio-economic

The 1992 Constitution provides a long-term national development imperative for Ghana through the Directive Principles of State Policy which require that every Government must pursue policies that ultimately lead to the “establishment of a just and free society”, where every Ghanaian will have the opportunity to be productive and live a long and meaningful life. The socio-economic development of the country is therefore expected to be driven by this constitutional imperative which shall be reflected in national development strategies such as the Ghana Shared Growth and Development Agenda I and II (2010 - 2013 and 2014 - 2017).

Ghana rebased its Gross Domestic Product (GDP) in 2010. This led to the reclassification of the country as a lower middle income economy with an estimated GDP per capita of \$1289. This progress has nonetheless not reflected in the well-being of the citizenry because of poor management of resources and unfair income distribution. The economy has not fared very well over the last three years with challenging macro-economic indicators. GDP growth slowed to an estimated 5.5% in 2013 from a high of 15% in 2011 and is expected to remain at the same level in 2014. Inflation has been on the rise since January 2013 and the rising trend is expected to continue due to adjustments in prices of petroleum products and utilities, rising prices of imported products due to the devaluation of the cedi, and strong demand pressures from fiscal expansion. Consumer price inflation increased from 10.1% in January 2013 to reach 13.5% in December 2013 and 15.9% in August 2014.<sup>1</sup>

Ghana’s account deficit increased to 13.2% of GDP in 2013, from 12.2% of GDP in 2012. Despite positive capital inflows (private debt and foreign direct investment in particular), net international reserves declined to US\$2.1 billion by the end of December 2013. By January 2014, net reserves had fallen to US\$1.7 billion, an equivalent of less than one month of import cover for goods, services and factor payments. Another worrying feature of the economy is the growing debt/GDP ratio which stood at 60% in November 2014.

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<sup>1</sup>World Bank Overview on Ghana – April 2014

## 2.4 Poverty

Studies on poverty in both developing and developed countries have revealed that estimates using income poverty measurements fail to adequately capture the proportion of people living in poverty within the general population. This is because among other reasons, it fails to take into account the multi-dimensional nature of poverty (Sen 2000; Alkire and Santos 2010). To address this challenge, the Ghana Statistical Service, in a study, used Multi-dimensional Poverty Indices (MPIs) for the descriptive analysis of poverty based on three dimensions, education, health and living standards, and 10 selected indicators for the MPI.

The analysis revealed that poverty in Ghana is highly endemic among food crop farmers at 46% and minimal among formal sector workers. Workers in the public sector (8%) and private formal sector (10%) have a lower probability of being poor as compared to private informal employment (17%). Almost every seven (7) out of 10 poor households are engaged in the food crop sectors compared with 16% in non-farm self-employment, 6% in export farming and 4% in private informal employment.<sup>2</sup>

Additionally, wide disparities exist between the proportion of deprived households in the three Northern Regions (Northern, Upper East and Upper West Regions) and their counterparts in Southern Ghana. 52% and 88% of the populations of the Northern Region and Upper West Region are poor compared with a national average of 24.2% in 2013. Over 70% of people whose incomes are below the poverty line can be found in the Northern/Savannah areas. While the absolute number of poor declined sharply in the South between 1992 and 2006 (2.5 million fewer poor), it increased in the North (0.9 million more poor). This reinforces a widely shared view of the inequality in the level of development between Northern and Southern Ghana as noted in many earlier studies on Ghana (Aryeetey, 2009). Income inequality has widened considerably between the poorest and the richest quintile. Whereas the poorest average income has fallen from 6.9% in the early 1990s to 5.2% in the mid-2000s, the richest incomes have increased from 44% to 48.3% over the same period.<sup>3</sup>

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<sup>2</sup> Ghana Living Standards Survey, 2007

<sup>3</sup> Pan-African Conference on Inequalities in the Context of Structural Transformation: Report by Eric Osei-Assibey, 28th - 30th April 2014, Accra, Ghana

Relatively high levels of poverty are reflected in low incomes and poor provision of infrastructure by local and central governments in rural areas, thus curtailing the decisions of rural households on consumption and access to basic services. Consequently, for a range of services such as education, health, water, electricity, etc. the proportion of deprived rural households tends to be disproportionately higher than in urban areas. For instance while the doctor per population ratios in the three Northern Regions as at 2011 were 1:21,751 for the Northern Region, 1:38,267 for the Upper West Region and 1:38,642 for the Upper East Region, the ratio for Greater Accra was 1:3,712. Again 91% of the urban population has access to clean water compared with only 69% in rural areas.



## **2.5 Exclusion and Discrimination**

The Constitution of Ghana, at Article 17 Clauses 1 and 2, prohibits social exclusion and discrimination - yet, women and girls continue to face violence and discrimination from negative practices such as “forced marriages”, dehumanising widowhood practices, Female Genital Mutilation (FGM) and forced confinement of women accused of witchcraft, among others. According to the 2008 Demographic and Health Survey, 19% of women aged between 15 and 49 suffered sexual abuse in the 12 months prior to the survey. Only 13% of men aged 15 to 49 reported experiencing physical violence compared to 17% among women of the same age group.

Another group of people who suffer exclusion and discrimination are Persons With Disabilities (PWDs). An estimated 70% of PWDs live in rural areas and thus encounter a lot of challenges in their participation in decision making and general access to information, resources and opportunities. Women and PWDs are most grossly under-represented in the decision making processes of their communities and the country as a whole. Given the percentage of PWDs who live in rural areas and the disadvantage rural people have in accessing social services, women and PWDs in rural areas are among the most discriminated against in the country

## **2.6 Civil Society**

Civil Society Organisations (CSOs) in Ghana have been involved in influencing public policy in three main ways: through being at the table during the early stages of policy formulation, advocacy, and indirectly, by influencing / lobbying the choices made by political actors. Lately, CSOs in Ghana have also empowered people to hold government accountable and expect responsiveness to their demands. CSOs have also responded to social interests through provision of social amenities, voluntary work and influencing social norms and attitudes.

CSOs have managed to demystify public finance systems, to enable citizens engage in budget monitoring and tracking of government spending and allocations to various sectors. They have been providing training for government agencies, the media and especially Members of Parliament. These enable them to engage in comprehensive debates grounded on independent analysis and research findings on issues related to the socio-



economic welfare of vulnerable communities and people living in poverty. The number of CSOs doing this is however very small, relative to the need to inform the public, track public expenditure and support accountability institutions and structures. Many CSOs lack the competencies to provide these trainings, however, there is high level of mistrust between CSOs and the state and its agencies due to the perception that civil society is incoherent and does not speak with one platform to articulate its demands. Cooperation among CSOs is also fraught with challenges as they compete to access limited funding, struggle for attribution of credit for successes and operate with different organisational structures, thereby hindering effective communication.

### ***2.7 Donor/Multilateral Organisations***

On the international development landscape, development agencies have embraced the promotion of the Human Rights-Based Approach to development where the rights of the citizenry are placed at the centre of development. The global economic crisis and the Eurozone crisis negatively affected international development financing for developing countries. Foreign aid from developed to developing countries declined in volume over the past few years as the governments of many developed countries took austerity measures and trimmed their aid budgets.

### ***2.8 Implications of the Socio-economic Context for AAG Programming***

The stable political environment is good for sustaining and building on the development gains made during the CSP IV period. AAG will continue to take advantage of the available political space, even though challenging, and our strong media presence in advocating and influencing government policies for people living in poverty.

The global economic situation and Ghana's attainment of middle income status impacted negatively on ActionAid Ghana's ability to raise funds from external and in-country sources during the lifespan of CSP IV; and the situation will largely continue. Ghana also joined the league of oil producing countries as the 5<sup>th</sup> largest oil producing country in Africa (after Libya, Nigeria, Equatorial Guinea and Angola) with an estimated 1.8 billion barrels of crude oil reserves. AAG was however unable to take advantage of the influx of multinational oil firms into the country to raise funds due to the restrictive

nature of ActionAid International's (AAI's) policy on fundraising from the extractive industry/sector.

The approval of the Corporate Engagement Framework by the General Assembly of AAI is an opportunity for AAG to engage with the extractive industries, particularly the oil and gold mining sub-sectors. It expands the space for AAG to mobilise women and the youth to critically engage with key actors in the sub-sector. The presence of more multinationals in the extractive sector also offers local funding opportunities for AAG to further explore undertaking development interventions that address local development challenges. AAG will however be mindful of the environmental effects of such engagement in CSP V and incorporate interventions to hold such companies accountable for environmental protection and the preservation of the livelihoods of other users of the ecosystems.

Increased volatility in global financial markets since mid-2013 and a sharp decline in international commodity prices led to a 16% depreciation of the Ghanaian cedi against the US dollar in 2013, and of 31% in 2014. Ghana's net international reserves have also declined significantly, covering less than one month of imports of goods and services as at the end of February 2014. The government has taken some measures to reduce the fiscal deficit. These include a 2.5% increase in the VAT rate, a moratorium on the award of new contracts, and adjustments in utility tariffs and petroleum product prices.



These trends have diminished the nation's pro-poor economic policies, thereby adversely affecting the government's capacity to generate and manage resources for the adequate protection of people living in poverty and disadvantaged populations. The context within which ActionAid Ghana will be operating over the CSP V period will therefore be changing especially with regards to the difficult economic situation. The fragility of the economy, allied with the increasing and challenging cost of living, has imposed a lot of hardship on the citizenry with very devastating effects on our constituents, who are mostly people living in poverty. The economic crisis continues to be the biggest external factor that affects and will continue to affect our programme work and our constituents.

There is general persistent dissatisfaction with the quality of services provided by the public sector in areas such as energy (electricity and cooking gas), education, water and health. Efforts by government to improve such vital services have been serious enough to include performance contracts with Metropolitan, Municipal and District Assemblies (MMDAs); however, this has not yielded the desired impact. Nevertheless, Ghana's growth prospects are positive in the long-term when the country commences the production of gas and explores its newly discovered oil fields.

The continuous violation of women's rights including early and forced marriages, camps for alleged witches and other socio-cultural practices such as outmoded widowhood rights and Female Genital Mutilation (FGM) implies that AAG will have to intensify its programme and policy advocacy interventions across all levels towards ending these rights violations. During the CSP V period, AAG will certainly need to act in support of the rights and dignity of women, given the status of women described above. AAG can however take advantage of a receptive Ghanaian society to continue its sensitisation programmes and other community level interventions like the Young Female Parliamentarians and lobbying/influencing the Ghanaian Parliament and political parties to effect change and continue to work towards strengthening their capacities to remain relevant and vibrant.

The fragmentation of the CSO front in Ghana is a worrying situation for AAG as it undermines CSO credibility and weakens power to influence national policies. AAG will therefore explore every opportunity to rally a strong CSO front around identified key national development concerns. We will continue to build coalitions and networks around specific development interventions



and continue to work towards strengthening networks and Coalitions' capacities to remain relevant and vibrant in challenging unjust structures, particularly at the national level responsible for perpetrating injustices and poverty in Ghanaian society.

### 3.0 COUNTRY STRATEGY PAPER (CSP) IV REVIEW

The previous CSP, 'Rights and Responsibilities' for the period 2010 - 2014 was the fourth Country Strategy Paper (CSP IV) for ActionAid Ghana. The two broad strategic objectives for AAG during this period were:

- a. To strengthen the urgency of **people's power within** by nurturing self-confidence and self-esteem to define their own agenda and advocate on equal terms with all.
- b. To build and strengthen the power of people living in poverty to work with others to demand their rights and articulate their developmental views.





Interventions focused on three (3) key thematic areas: Gender and Women’s Rights, Right to Education, and Right to Food and Climate Change. The cross cutting issues<sup>4</sup> were Governance, HIV & AIDS and Human Security in Conflicts and Emergencies.

Prior to the development of CSP V, a review was conducted on the CSP IV period and key findings of the review are summarised below under Programme and Enabling Objectives.

### 3.1 Key Findings: Strategic Objectives

#### 3.1.1 Programme Outreach

By close of year 2013, AAG had reached out to 497,465 people. Table 1 provides further insight on total programme coverage.

**Table 1 Total Outreach of Programme Implementation**

Year	Total	Women	Men	Youth	Boys	Girls
2013	73,441	36,228	26,569	1,995	4,257	6,385
2012	197,585	87,780	67,201	1,917	10,497	30,190
2011	106,677	53,201	29,821	1,109	7,123	15,424
2010	119,762	62,108	31,021	1,300	7,321	18,012
<b>Total</b>	<b>497,465</b>	<b>239,317</b>	<b>154,612</b>	<b>4,324</b>	<b>29,198</b>	<b>70,011</b>
<b>Percentage</b>	<b>48%</b>	<b>31%</b>	<b>1%</b>	<b>6%</b>	<b>14%</b>	

Source: AAG Annual Reports & data provided by the Programmes and Policy Unit (2014)

#### 3.1.2 Policy Advocacy

AAG has significantly advocated for increased national budget provision for gender-focused state institutions and campaigned for the passage of the legislative instrument on the Domestic Violence Act. AAG also contributed to shaping the national conversation and debate on the Economic Partnership Agreement (EPA) through commissioning a research and policy brief on EPA. Government has expressed its commitment to adopting model Girls’ Camp guidelines to inform the organisation of Girls’ Camps in Ghana. The guideline is being finalised by the Ghana Education Service (GES) for implementation.

<sup>4</sup> It must be noted that the cross-cutting issues were not core themes for AAG. Working with the cross-cutting issues were dependent on the context of the regional LRPs

### 3.1.3 Programming

AAG contributed to the election and appointment of 318 women into the District Assemblies and one (1) to Parliament through the provision of training and logistical support.

Some outmoded widowhood rites like shaving hair and stripping widows naked, public bathing, forcing widows to drink concoctions and women not allowed to give birth have been abolished in some communities like Donkorkrom in the Brong Ahafo Region due to the interventions of AAG and its Partners.

AAG's work with alleged witches has benefitted about 567 women and 500 dependants who are mostly children. District Assemblies where the camps are located now include the needs of the alleged witches in their Medium Term Development Plans (MTDP). Between 2010 and 2014, 199 alleged witches were integrated into their communities.



### 3.1.4 Right to Education

Through the provision of school blocks, early childhood development centres, libraries, furniture and books, a code of conduct for teachers, orientation of newly trained teachers and capacity building of pre-school teachers to teach literacy and numeracy, AAG has contributed towards improving the school environment. For example, in the Sissala East District of the Upper West Region, the net enrollment rate for the primary level increased from 76.7% in the 2010/2011 academic year to 79.7% in the 2012/13 academic year.

PTA networks have been monitoring teacher absenteeism, pupils' performance and actively engaging collaborators to be responsive to providing adequate school infrastructure and equitable deployment of teachers. TAMPATA-NET has been included in the Tamale Metro Education Oversight Committee to contribute to educational development in the Metropolis.

Regional and National Girls' Camps have inculcated in young female participants rights consciousness, assertiveness and increased awareness of what constitutes violence against girls. The camps also empowered them to confront and challenge all forms of abuses to enable them exercise control over their bodies. The yearly camps also provided career counselling and guidance to enhance future career choices of the girls.





**A former camper of the EP Demonstration School in Bimbilla, Nasreen, says:**

*“Before I joined the Girls’ Club, I was a reserved person. I hardly spoke with my parents, siblings and even my peers. I was also inactive during class discussions and it affected my performance in school until I decided to join the girls’ club where I had the opportunity to attend the Regional and National Girls’ Camp. There, we were taught how to speak in public, socialise with friends, learnt about the effects of child labour, consequences of teenage pregnancy and violence against women and girls. After the Girls’ Camp, I have realised that my life has been transformed drastically especially in the way I think and behave. I can now talk freely with my parents, siblings and contribute in class. I also now know when my rights are being violated. I represented my club to compete with other school girls’ clubs to debate the topic ‘Girl Child Education is a Waste of Resources’.”*

### **3.1.5 Right to Food and Climate Change**

AAG’s intervention has enabled 3,000 women in Dodomie in the Volta Region to access secured land where hitherto women were only allowed to use marginal lands for non-cash crops. AAG trained Female Extension Volunteers (FEVs) have contributed largely to 6,100 women and smallholder farmers’ access to agriculture extension services.<sup>5</sup> The Community Listeners’ Club in Upper East Region has also made agricultural extension information readily available in order to improve agronomic practices and farm yields. In the Northern Region, 2,280 smallholder farmers were sensitised and educated on climate mitigation and adaptation strategies to reduce the impact of climate change.

<sup>5</sup> Source: Upper West Local Rights Programme Annual Report 2013

AAG supported the formation of one (1) regional and five (5) district Farmers' Networks that have engaged duty bearers (District Assemblies and the Ministry of Food and Agriculture [MOFA]) and demanded improved access to extension services. Also the Farmers' Network in Asutifi South has been successful at stopping Cocoa Purchasing Clerks from swindling and cheating cocoa farmers through manipulation of the cocoa buying scales.

## **3.2 Enabling Objectives**

### **3.2.1 Human Resource and Organisational Development**

The organisational and operational structures of AAG were reorganised in 2010 and 2012 which led to the stepping down, deletion and creation of new posts. The Human Resource/Organisational Development (HR/OD) and IT positions were stepped down in the first year of the CSP. The reorganisation led to the deprioritisation of some interventions.

The current organisational staff strength of 73 (43 [58.9%] males and 30 [41.1%] females) is within the optimum range of 75 – 80 outlined in CSP IV. The female composition of 48% at the senior management level met the CSP IV workforce balance target of 40%-50% being women. The CSP IV target of an annual average staff turnover of less than 10% over the period was not achieved. The average annual voluntary staff turnover rate was higher than the CSP IV target of 10%; i.e. 13.2% in 2010, 12.9% in 2012 and 14.2% in 2013.

### **3.2.2 ActionAid Ghana as an Affiliate of ActionAid International Federation**

AAG has a two-tier governance structure: the General Assembly and the National Board of Trustees. The General Assembly is the highest decision making body of the organisation. It is currently made up of 26 members with representatives from right holder groups from programme communities. The current Board is made up of 11 members, 5 males and 6 females. The tenure of the Board is 3 years, which can be renewed once.

The Board of AAG was very active throughout the CSP IV period. Board meetings were held regularly to discuss organisational issues and provide strategic direction. The Board among other things amended the AAG Governance Manual and instituted a Fundraising Committee.

### **3.2.3 Financial Management System**

AAG has a sound financial management system with internal control mechanisms that ensure efficiency and transparency. The review team identified expenditure verification of partners, regular financial management training for finance and non-finance staff and internal audits as key mechanisms for ensuring control, transparency and efficiency. There is also a financial reporting template given to all partner organisations for their quarterly financial reporting to AAG. An accountability notice board was developed for each of the five Regional Rights Programmes and their partner organisations.

AAG has a functional internal audit system that served as a management control mechanism throughout the CSP IV period. It covered governance, risk management and management controls, financial management reporting and compliance with laws and regulations of both AAG and AAI. The internal audit reports provided insights and recommendations to programme managements of the LRPs and Board members on improving AAG's efficiency, accountability and governance. Recommendations were taken seriously and acted upon, continuously improving accountability and efficiency.

### **3.2.4 Sponsorship and Fundraising**

Child sponsorship and partnership income have been the main sources of income for AAG's throughout the CSP IV period. Sponsorship income dwindled consistently between 2010 and 2014 but remained the highest contributor to AAG's income. The global financial meltdown and the Eurozone financial crisis affected child sponsorship income. AAG was not able to achieve the 45:45:10 (Sponsorship: Partnership: Local Community) target set under CSP IV. The review team also identified the restrictive nature of AAI's Fundraising Policy and the middle income status of Ghana as the key factors hindering Ghana from meeting the child sponsorship / partnership / local community funding ratio.

### **3.2.5 Monitoring and Evaluation System**

The monitoring and evaluation system/framework was fragmented and not consistent throughout the CSP IV period. AAG used about three different M&E frameworks during the CSP IV period. The Management Information

System (MIS) – Nkosuohema – developed under CSP III could not be re-activated / operationalised. The current Performance Monitoring Framework (PMF) being used by AAG is comprehensive and takes into account all the five global strategic objectives, Key Change Promises (KCPs) and the CSP IV objectives and indicators.

### 3.2.6 Public Relations and Information Technology Usage in AAG

AAG has an active website that is also linked to AAI and all other ActionAid country programmes. Emails are the main medium of electronic communication within the organisation. Online meetings mainly with AAI and other partners are also held via Skype. AAG seems not to have large followers on social media as the Facebook page had only a little over 800 followers at the time of review. Current issues in development, particularly those affecting rights of women and girls are discussed at this page.



## **4.0 AAG'S THEORY OF CHANGE**

Our long term engagement with people living in poverty, their communities and allies informed our theory of change. AAG aspires to see a positive increase of people's possibilities and capacities in order to make the most of their potential to live as full creative human beings. It is about respecting, protecting, promoting and fulfilling people's basic rights for survival and aspirations for human dignity and respect. AAG seeks a change that will create just and supportive opportunities for poor and excluded people to expand their possibilities and options.

AAG believes that increasing people's possibilities to claim their rights can be achieved when people are supported to build active constituencies supported by strategic alliances and credible alternatives to contest and claim their rights.

## **5.0 APPROACHES - HOW WE WORK**

The theory of change has informed our approaches. The approaches focus on expanding spaces for the participation and empowerment of people living in poverty. This is to legitimise and support the struggle of people living in poverty to secure the full spectrum of their rights through paying attention to structural and indirect forms of vulnerability and discrimination in terms of public policies (or lack thereof), local power structures or cultural practices. It also installs processes and procedures for advancing alternatives to strengthen accountability and make it possible for ordinary people to claim their rights. The approaches include using the human rights-based approach (HRBA), advancing women's rights, promoting rights-based sustainable alternatives, partnership and alliance building, working with the youth and local, national, sub-regional and regional linkages.

### **5.1 *Human Rights-Based Approach***

The human rights-based approach is a conceptual framework that is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse obligations, inequalities and vulnerabilities and to address discriminatory practices and unjust distribution of power that impede progress and diminish human rights.



Our human rights-based approach means that we assert basic needs as basic rights, engaging in service delivery work only in ways that help to strengthen people's leverage to claim their fundamental human rights from stakeholders more effectively and sustainably. There are three programming areas to our HRBA: **empowerment, solidarity and campaigning**. Our **empowerment** approach includes our participatory action-reflection processes with the most excluded groups at local levels. We build and strengthen **solidarity** by connecting and organising people committed to a common cause. **Campaigning and influencing** are embedded in our human rights-based approach. Some of the fundamental causes of poverty lie beyond the immediate location or borders where the effects are felt, and can be addressed by effective campaigns, and mobilising people to shift national or international policies or practices. This work can also include strategic actions behind the scenes – lobbying those in power with accurate research, which can accelerate policy change.

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

## **5.2 Advancing Women's Rights**

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

AAG will make women's rights the centre of all interventions to ensure that women grow in confidence, develop skills and knowledge to enable them decide their own destiny, campaign for the recognition, reduction and

redistribution of unpaid care work. Women should be able to live without fear of violence and participate effectively in the decisions that affect their lives and livelihoods at local and national levels.

AAG will organise women as a constituency and build their awareness and consciousness of their specific oppressions as women, as well as support female leaders in communities and within our partner organisations. It would also work towards increasing women's access to and control over resources. In all processes, gender analysis will be used to determine how men and women benefit differently because of their distinct roles.

### **5.3 Promoting Rights-Based Sustainable Alternatives**

Very often, struggles against poverty and injustice focus on challenging existing conditions without providing credible solutions. There are also strong criticisms of not maintaining a comprehensive approach to addressing the issues of poverty and development.

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

We will become respected innovators in developing and testing just and cost effective alternatives along the mission priorities of the strategy. Compelling proposals will also be developed to put innovations into practice at local, national, regional and global levels, building on our past learning. New models and processes on unpaid care work, including decision making, that allow women living in poverty and excluded groups to have greater political influence and secure decent work, will be advanced.

### **5.4 Partnership and Alliance Building**

AAG's human rights-based approach to advocacy demands that affected people 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. AAG strongly believes that while a single organisation may try to advocate on a pressing rights issue, its efforts may be minimal if done without collaboration. Successful advocacy work requires partnering not only with the affected people but also with allies and other groups interested in the issue at stake.

Additionally, we will build long term partnerships with rights holders and their organisations, respecting their knowledge and autonomy, strengthening their capacities and helping them to share learning across issues, sectors, movements and geographies to build a formidable alliance for change. We will also work in alliances with many different actors, including NGOs, networks, think tanks, unions, campaigns and progressive companies that have demonstrated significant commitment to the cause of people living in poverty and the excluded and whose policy and advocacy work is informed by issues generated from grassroots engagements at the local, national, sub-regional and regional level.

More strategic engagement with 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 marginalised. For example, with governments or the private sector, engaging constructively where possible, but also being willing to challenge where necessary.

### **5.5 Working with the Youth**

Over the years, AAG has learnt that the youth gain more from an experience when they are actively involved in its development processes. Programmes developed in collaboration with the youth like the ‘Young Female Parliament’, have proven to be highly effective in building young people’s skills and reducing their vulnerability. Their direct involvement offers potential benefits to the youth who developed the programme, those who are served by it, as well as the organisation. The youth gain experience and confidence, organisations gain a fresh perspective on youth culture, and are able to develop more effective outreach programmes. Youth agencies also support the youth to develop positive group norms and make healthy decisions about their own development.

As a key approach, AAG will work to offer the youth programmes based on their needs and interests. This strategy commits us to work more with the youth as leaders in their own right and as a group who are facing many serious human rights violations. We recognise that the youth are powerful drivers of change and we will work with them in shaping a more democratic, equitable and sustainable society. AAG will support the youth, especially women, to participate in governance at all levels to enable them secure more responsive and relevant services from local and national government. A lot of our work in promoting economic alternatives for women will consciously

include the youth, to reduce the multiple responsibilities of care work and help them find new forms of sustainable income.

### **5.6 Local, National, Sub-regional, Regional and International Linkages**

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

The experiences, analyses and perspectives of people living in poverty should shape our agenda for change. The roots of some problems lie in other countries or at the international level with the policies and practices of big corporations, other governments or institutions such as the European Union (EU), International Monetary Fund (IMF) or World Bank. So people's action is needed at all levels. AAG will take advantage of its membership of the International Federation and its access to international platforms to bring national level issues into international campaigns.







## 6.0 OUR MISSION OBJECTIVES

AAG is committed to working with people living in poverty and injustice to increase their possibilities and capacities to make the most of their potential to live as full creative human beings.

### 6.1 Hypothesis

AAG's mission hypothesis is that four (4) carefully selected mission priorities are needed to create the change that AAG seeks to make to enable people living in poverty to claim their rights. These are:

1. promoting Climate Resilient Sustainable Agriculture (CRSA) and women's access and control of land and other productive resource;
2. advancing political influence of women and girls and reducing women's unpaid care work, and violence against women and girls;
3. giving boys and girls access to quality public education which respects their rights and enhances their capacities as young people;
4. ensuring mining and extractive companies are gender responsive and resources are fairly redistributed.

We believe that if these mission priorities are highlighted and implemented, people's possibilities will be increased to enable them claim their rights to achieve immediate and long term changes during the strategy period (2015 – 2019). Due to the very complex, multi-dimensional and contextual nature of poverty, AAG will work to ensure that people living in poverty and their relationships to power are at the centre of our concern.

AAG believes that poverty is not merely about a lack of adequate resources, and therefore can seldom be addressed adequately by material solutions alone. Even when resources are available, *access* to them is often denied to the poor because of who they are, where they live, or sometimes simply because of neglect and lack of concern.



## 6.2 Assumptions

- a. Ghana will continue to support a democratic form of government, including the right of citizens to form associations and hold their governments accountable.
- b. The successor strategy to the People's Action to End Poverty will emphasise AAG's four mission priorities.
  - a. People living in poverty and their organisations will be ready to take up the mantle of leadership to challenge the status quo.
  - b. AAG will access secured funding to implement the CSP.

The mission objectives within the CSP V period are ambitious but achievable and represent AAG's alignment with the aspirations of the government and people of Ghana, while optimising collaboration with other development partners. They reflect the cumulative impact of AAG's actions within the CSP V period and capture the Key Result Areas (KRAs) and critical pathways of the strategy.



## **6.3 Our Mission Objectives**

### **6.3.1 Mission Objective 1:**

#### **Promote Climate Resilient Sustainable Agriculture (CRSA), Women Secured Access to and Control Over Land and Other Productive Resources**

##### **Context**

Ghana has a pluralistic system of land tenure which is a legacy of colonial rule and which has been characterised by the co-existence of British-derived land interests and customary land tenure interests, which have affected women's land interests (Kotey and Tsikata, 1998; Kasanga, 2002, WMC, 2004). Women's access to land is affected by land tenure arrangements, inheritance and land use patterns.

Thus, although women have land usage rights, their access to land depends on its availability and the goodwill of the men who control it (UNECA, 2004). In most of Northern Ghana, women get access to land from their husbands.

Research has shown that parcels of land given to women are usually less fertile, degraded and far from the homestead. With the adverse effects of climate change on soil fertility, women are likely to encounter even more serious limitations in gaining access to fertile and accessible land.

Within the CSP V period, there will be a special focus on women's secured access and control over land and productive resources to provide an opportunity for AAG to gain visibility and expand its networks on this issue. Also, the work on the International Food Security Network (IFSN) project provides an important link between AAG country level programmes and global policy work.

Attention will be given to strengthening farmers' networks and working with them to increase their opportunities for improved livelihood. AAG will work on influencing government to increase its budgetary allocation in the areas of climate resilient and sustainable agriculture extension service delivery, especially to women farmers.



## **Alternatives**

AAG will work with smallholder women farmers to develop appropriate alternative models to increase women's access to productive resources. Proposals will be put forward as alternatives to guarantee women secured access to land. CRSA practices will also be developed and piloted using local resources to guarantee easy adaptation by farmers and replication by government. The Community Listeners' Clubs and the Female Extension Volunteer scheme that was started at the latter part of CSP IV implementation will be further tried and tested to advance as an alternative for ensuring women's access to agricultural extension services. Promoting the use of eco-friendly locally made organic fertilisers instead of the high cost inorganic kind to improve soil fertility among women and smallholder farmers is another alternative to be explored in this strategic period.

### **Key Result Areas:**

1. 100,000 smallholder farmers are supported to secure CRSA extension services and direct support from government policies and programmes to improve food security.
2. 3,500 smallholder rural women farmers are organised and supported to claim access to and control over land to improve their livelihoods.

### **Key Actions:**

- a. Support women and farmers' networks to demand implementation of climate resilient sustainable agricultural policies and programmes by government;
- b. Support farmers' networks to introduce locally made organic fertilisers to farmers;
- c. Train civil society on CRSA to advocate for CRSA policies and interventions;
- d. Hold policy dialogues between civil society and policymakers on CRSA policies and interventions;
- e. Conduct research on the operationalisation of the Ghana Climate Change Adaptation Policy;

- f. Hold dialogue with traditional authorities and local government agencies on women's access to and control over land;
- g. Conduct policy mapping on women's access to land, credit, and other productive resources;
- h. Organise community level analysis and sensitisation on women's access to land for productive purposes.

**Key Outcomes:**

1. Increased government support for climate resilient sustainable agricultural interventions;
2. Increased resilience of women and youth farmers against the negative effects of climate change;
3. Women smallholder farmers have increased access to and control over land;
4. Women and smallholder farmers increase crop productivity.



### 6.3.2 Mission Objective 2

#### **Advance Political Influence of Women and Girls; Reduce Women's Unpaid Care Work and Violence against Women and Girls**

##### **Context**

Gender inequality is a common phenomenon in many countries. It is pervasive and endemic in many social contexts denying mostly women and children, especially girls, the opportunity to enjoy their rights to the fullest. Local and international policies and laws seem to be the beginning of a series of pragmatic actions and steps aimed at ensuring gender equity as a means and gender equality as an end in society. Beyond policies and laws that have been promulgated to back these actions, people's attitudes, perceptions and institutions need transformation and guidance on how to attain gender parity. With all the spaces and opportunities created to empower women, less than 13% of women are involved in leadership and decision making at both local and national levels.

AAG will work with people living in poverty and their organisations to adopt pragmatic and innovative ways to establish the legal framework and challenge social and cultural barriers to increasing women's representation and participation in local and national governance. The drafting of the Affirmative Action Bill and its subsequent passing into law to guarantee women's equal representation shall be rigorously pursued. Traditional leadership roles of women will be supported to influence the abolishing of negative cultural practices that prevent women and girls from participating in leadership. Furthermore, grooming of young females as potential leaders will be pursued by following the good lessons of the 'Young Female Parliament' and 'Young Female Mentees' as practiced by AAG in the Northern, Greater Accra and Brong Ahafo Regions. Girls' clubs and camps shall serve as springboard for identification and nurturing of female talent.

Socio-cultural violence will also be challenged to guarantee women and girls control and autonomy over their bodies. AAG will work to secure more commitment from state and non-state actors to confront the issues and possible abolition of the practices that dehumanise women and girls. The existence of cultural practices such as camps for alleged witches, FGM, degrading widowhood rites, marriage by abduction, child marriage and the

inadequate resourcing of law enforcement agencies working for the protection of women's rights require a scale up of our efforts to challenge human rights violations against women and children.

Learning from the 'Women's Rights to Sustainable Livelihoods' and 'Young Urban Women Projects', CSP V will promote women's efforts at sustainable livelihoods by engaging in participatory approaches to enhance capacities of women in productive ventures. It will also provide opportunities to ensure that women actively access their strategic needs in the area of leadership, decent work, decision making and resource control. Best practices of the project will feed into our work on empowering women for sustainable livelihood and decent work. With the focus on reducing women's workload, recognising women's unpaid care work and redistributing gender roles, CSP V will work to reduce the work burden on women. Men and boys will also be encouraged to take part in unpaid care work to reduce drudgery for women and girls.

### **Alternatives**

Alternative models that will enable women to advance their political influence and challenge practices and policies that increase their vulnerability will be explored to find lasting solutions to transform their circumstances and relationships. AAG will engage with relevant stakeholders to standardise the Community Based Anti-Violence Teams (COMBAT), 'Young Female Parliamentarians', 'Assemblywomen's Caucus' and 'Female Headed Household' concepts for adoption by government and donors, towards breaking the cycle of poverty.

### **Key Result Areas:**

1. 80,700 women and girls are organised and supported to participate in decision making to enhance equity and gender responsiveness in the delivery of public goods and services;
2. 316,700 women and girls are organised and supported to challenge and reject gender-based violence that would deny them rights over their bodies;
3. 110,000 women are organised and supported to advocate for gender responsive economic alternatives leading to the recognition, redistribution and reduction of unpaid care work and to guarantee comprehensive social protection and decent work.



### **Key Actions:**

1. Campaign for the passage of the Affirmative Action Law;
2. Create an interactive platform for young women to understudy women achievers;
3. Strengthen regional assembly women's caucuses to advocate for gender-responsive public services;
4. Strengthen collaboration with the media on promotion of women and girls in leadership and decision making;
5. Build the capacity of women and girls to effectively participate in decision making spaces to enhance gender-responsive public services;
6. Advocate for natural adoption of COMBAT as an alternative community level structure to reduce gender-based violence;
7. Mobilise women and girls to collaborate with law enforcement agencies to expose harmful practices to required authorities for sanctions;
8. Advocate for the opening of DOVVSU offices in all districts;
9. Mobilise women and girls to influence traditional rulers to eliminate harmful cultural practices against women and girls;
10. Hold regional and national conversations on witchcraft allegations and treatment;
11. Hold community level conversations on unpaid care work;
12. Hold national dialogues on recognition and valuation of women's unpaid care work in national income calculations;
13. Support media discussions on unpaid care work;
14. Support communities to establish early childhood centres to enable women free up their time and engage in economic activities for improved livelihoods.

**Key Outcomes:**

1. Increased ability of women leaders to influence gender responsive actions;
2. Increased representation of women in MMDA elections by 20%;
3. Increased number of young women and girls aspiring for leadership positions;
4. Legislative Instrument on Domestic Violence Act passed;
5. National response strategy on alleged witches and treatment developed and adopted;
6. Increased confidence of women and girls in resisting gender-based violence;
7. Reduced workload of women's unpaid care work;
8. Increased household income among women's groups;
9. Women's care work recognised and rewarded in homes and in national income calculation.



### **6.3.3 Mission Objective 3:**

#### **Promote Access to Quality Public Education for Boys and Girls Which Respects Their Rights and Enhance Capacity of Young People to Drive Their Development Priorities**

##### **Context**

AAG believes education is a right for all children and a driver to empower people to enforce and advance their rights. Special emphasis is placed on using schools as transformation centres for community and national development. Even though various interventions had led to increased enrollment of children in schools, there are problems with teacher tardiness and absence, pupil absenteeism, retention, enrollments and performance (especially for girls), which impede the quality and participation of management in education delivery. Huge management gaps and lack of clear school performance improvement plans have also led to unaccounted resources, conflict of management roles at all levels and minimal involvement of civil society.

The consequence of the above is the poor performance of pupils in the Basic Education Certificate Examination (BECE) which manifests in weak performance at higher educational levels. For instance, whilst the target for the BECE pass rate at the national level was pegged at 90% by 2015, the 2012/13 BECE results indicate a pass rate of less than 60% which is indicative of the fact that we are nowhere near achieving the target set by 2015.

AAG will, therefore, engage people on key challenges and innovative responses, including:

- a) promoting the rights-based approach and legal accountability for education;
- b) improving the quality of learning and increasing resources for schools;
- c) transforming girls' education and empowering women by tackling poverty and violence; and
- d) connecting children with youth activists.

Under this mission priority, AAG will create space for the youth to make suggestions and decisions where their contribution is recognised and valued. AAG believes that youth activists can and do take their development into their own hands, organising activism interventions, lobbying policy makers, educating their peers, and taking leadership roles.

To address the challenges facing the youth living in poverty, there should be concerted efforts to initiate changes to systems, attitudes and behaviours. AAG will therefore support the youth to fulfill their own basic human rights by building their collective voice to unleash their potential as drivers of change.

### **Alternatives**

AAG will work with people living in poverty and partners to develop alternative models for enhancing children's participation in education delivery. AAG will deepen its work on Promoting Rights in Schools (PRS) and the Positive Discipline Pack to gather more evidence and promote them as alternatives for enhancing quality education. Our work with the youth will also provide opportunities for young people to develop alternatives towards individual and community development.

### **Key Result Areas:**

1. Mobilise and support 162,000 girls and boys to enjoy quality public education that respects their rights and leverages educational reforms designed to improve equal opportunities.
2. Mobilise and support 22,000 youths to take purposeful and sustained action as leaders in their own right to shape a more democratic nation that protects, respects and fulfills the rights of people living in poverty.

### **Key Actions:**

1. Campaign for equitable distribution of qualified teachers;
2. Strengthen PTA networks to improve accountability in schools;
3. Support coalitions and networks (local to national) to promote the PRS framework;





4. Campaign to redesign school infrastructure to facilitate the accommodation of all children, including children with disabilities;
5. Advocate for adequate resources to strengthen the Inspectorate Division of the Ghana Education Service to improve school monitoring;
6. Conduct research on the allocation and utilisation of education resources;
7. Mobilise girls' platforms to advocate for the adoption of PRS and PDA;
8. Mobilise youth network to advocate for development priorities that affect them;
9. Mobilise youth to advocate for the full implementation of the Youth Policy ;
10. Build capacity of young people in activism, lobbying and leadership, to build their skills and reduce their vulnerability;
11. Conduct policy mapping on youth access to and participation in decision making.

**Key Outcomes:**

1. Improved learning performance of girls and boys in a gender/disability friendly environment;
2. Improved allocation and effective utilisation of resources;
3. Increased number of trained and certificated teachers in remote communities;
4. Increase youth activism on issues that affect them;
5. Increased government commitment to the implementation of the Youth Policy strategy.

#### **6.3.4 Mission Objective 4:**

### **Improve Gender Responsiveness of Mining and Extractive Companies and Ensure Fair Redistribution of Resources to Eradicate Poverty**

#### **Context**

Natural resources represent a major source of wealth for economies around the world and are central to Africa's economic growth and development. The full benefits of these resources will only be enjoyed if they are managed in a transparent and responsible manner and directed towards creating sustainable and equitable economies and societies. Mismanagement of the extractive industry contributes to the violation of human rights, especially the rights of women. Environmental degradation also causes serious threats to women's livelihoods and well-being (health and the need to seek safer ground for food, water and shelter). There is a lack of facilities, amenities and accommodation for women in extractive communities. Also when men become migrant workers, it has a negative effect on women. This problem has not been adequately quantified or addressed.

Poor women have been particularly vulnerable, as a result of existing gender inequalities which undermine their decision making abilities within the home. They have also faced difficulties in finding employment within the sector, due to their limited skills and experience. Such women often resort to alternative forms of income generation, which often include commercial sex work, leaving them vulnerable to rape, human trafficking and sexually transmitted diseases, in general, and HIV and AIDS in particular.

As a priority, AAG will work with its partners to increase society's understanding of the women's rights dimensions of the extractive industry at the micro- and macro-levels and in affected communities. AAG will work to ensure that women's empowerment is not an afterthought in natural resource management, but an integral and explicit component which is addressed along the extractive value chain.

To enhance its objective of ensuring fair redistribution of resources to eradicate poverty, AAG will continue to expand the public space for effective engagement on tax policy issues. AAG has been an active member of the ActionAid International Tax Power Campaign, participating in various international and sub-regional activities, including organising civil society in Ghana to engage the AU High Panel on Illicit Financial Flows (IFF) from Africa.



AAG will work with citizens to actively engage on tax issues or challenge practices that undermine effective tax revenue mobilisation. AAG will leverage current structures, institutional arrangements, partnerships and collaborations, and linkages with the ActionAid International Tax Power campaign team, to broaden the scope of tax justice work in Ghana in order to ensure fair redistribution of resources towards eradicating poverty.

### **Alternatives**

AAG will work to develop models for building alternative, sustainable economic activities for affected local communities (as a form of compensation). Models will be advanced to provide an effective and cost conscious gender-sensitive compensation framework. To ensure a just and fair tax administration system that responds to the needs of people living in poverty, alternative measures will be promoted as a way of mobilising resources to reduce poverty.

### **Key Result Areas:**

1. 5,000 women are organised and supported to engage public officials and extractive companies to be gender responsive in their actions to secure improvements in the lives of people living in poverty.
2. Organise and support 25,000 citizens to achieve fair and just tax systems and implementation of redistributive programmes to reduce poverty.





### **Key Actions:**

1. Support civil society organisation coalitions to advocate for gender responsive programming and practices of mining and extractive companies;
2. Support communities to effectively participate in initial planning for implementation of extractive projects;
3. Facilitate community engagement with the extractive industry to develop alternative economic models;
4. Collaborate with several media organisations to increase advocacy on gender responsive policies;
5. Advocate for the private sector to adopt gender-sensitive corporate social responsibility investments in community development;
6. Train media on corporate taxation and investment incentives;
7. Hold regional and national dialogues on harmful tax incentives that affect development;
8. Mobilise CSOs and professional bodies to campaign for tax justice;
9. Conduct budget tracking to determine allocation of tax revenue for education;
10. Hold community sensitisation on the sources of revenue and expenditure;
11. Hold annual dialogue with Parliament on legal framework on Double Tax Treaties and other tax policies.

### **Key Outcomes:**

1. Alternative compensatory models developed and adopted.
2. Gender responsive policies related to extractives formulated and implemented.
3. Effective legal framework on Tax Treaties and other tax policies implemented.
4. Increased tax revenue allocation to education delivery.

#### **6.4 National Policy Advocacy**

AAG's policy engagement and advocacy will be centred on using evidence from the four (4) selected mission related objectives to make an impact in Ghana and the sub-region's development. This will be done by putting issues on the agenda and ensuring that they are recognised as significant problems which require policy makers' response and action.

Within the CSP V period, an effective, influential and sustained policy engagement process will be pursued to improve the impact of our service delivery work, increase our legitimacy and the effectiveness of our policy engagement efforts (helping us to gain a place and have influence at the policy table) and ensure that our policy recommendations are genuinely in solidarity with people living in poverty.

We will state our position on issues of national concern that affect people living in poverty, to ensure that they are included within policy formulation discussions. AAG will provide realistic solutions across different contexts to influence policy implementation processes.

Our policy work will be interconnected and mutually reinforcing from the community to the district, regional, national and international levels. At the national level, AAG will sign up to a maximum of three campaign and advocacy initiatives, of which one will have an international dimension, in fulfillment of our commitment to the Federation. At the international level, we shall sign up to a maximum of two advocacy initiatives, including delegated responsibility.

#### **6.5 Sub-Regional Initiatives**

Apart from facilitating the realisation of mission priorities, AAG will play a lead role in identifying opportunities for cross-border collaboration and encouraging analytical studies necessary to support programme proposals. This initiative will be based on important strategic partners in the sub-region and set a framework for cooperation, exchange of experiences and solidarity between progressive organisations and movements working with people living in poverty in different parts of the sub-region. AAG will also take responsibility for the direct execution of sub-regional initiatives to achieve Federation-wide mission related objectives in collaboration with the International Secretariat of AAI. Through these processes, AAG will establish a strong framework for cross-border activities.

## 7.0 OUR ENABLING OBJECTIVES

Delivery of the mission objectives will not happen accidentally. In order to deliver, AAG will commit itself to having the right type of organisational structure, the right numbers of staff and required skills, adequate financial resources at the right time, transparent and accountable internal systems and a culture that promotes the approaches to be adopted in CSP V. We will consciously ensure adequate organisational ability and preparedness to deliver the mission objectives.

### 7.1 Objective 1:

#### **Enhance Effective Programme Integration, Coherence and Quality at all Levels in Order to Achieve the Desired Impact on the Lives of People Living in Poverty**

To optimise effective programme delivery, a programme management framework will be put in place to support the development of closer-linked local, national and sub-regional work in line with our mission related priorities. The framework will set out clear minimum standards but allow for flexibility due to diverse regional contexts. Regions will be supported to develop Local Rights Programme (LRP) strategies and establish participatory baseline indicators for all programmes; these measures will strengthen learning, accountability, and impact assessment. The results will be aggregated into national baseline indicators. AAG will test its hypothesis and develop evidence that substantiates our theory of change, ensuring that our practice is consistent at both the policy and programme level.

The framework will operationalise how AAG collaborates with national organisations and coalitions to provide options and realistic solutions that influence public opinion, cultural norms and political contests and indirectly affect policy processes. It will spell out AAG's policy engagement based on fundamentals of rights, well assessed context, rigorous evidence and partnership processes. It will contextualise how AAG maintains credibility with local communities and policy makers by combining tacit and explicit knowledge of policy issues within our theory of change.

AAG will invest in participatory community-led monitoring and evaluation, documentation of impact that reveals changes in power dynamics, conditions and positions of people living in poverty. It will also address women's rights,

dissemination and use of the information for internal strategic decision making programming and policy influencing. A comprehensive Monitoring and Evaluation framework and Management Information System (MIS) that meets all our accountability requirements will be developed and operationalised.

Partners who will be selected to work with AAG will be supported to have their capacity assessed and a plan of action rolled out to enhance their programme governance, human resource management, financial, fundraising and other administrative processes.

Considering the sensitive nature of the issues that AAG and partners work on, we will strengthen our risk management system to proactively plan, monitor and respond to risk factors in programme implementation.

## **7.2 Objective 2:**

### **Increase Capacity and Motivation of Staff to Deliver this Strategy and Promote Women's and Youth Leadership**

AAG shall be administratively managed by a Country Leadership Team (CLT). The CLT will be composed of the Country Director, Head of Policy and Programmes/Deputy Country Director, Head of Human Resource/Organisational Development, Head of Finance and Information Technology, Head of Fundraising and representative of managers on a rotational basis. The composition and arrangement of the Senior Management Team and meetings will remain unchanged.

A new fit-for-purpose organisational chart will be developed and competent staff employed to deliver on the mission and enabling priorities. This will be done after a thorough analysis has been carried out to ensure effective focus and alignment of functions.

A competency framework that outlines the technical, managerial and personality competencies will also be developed for all levels of positions to guide various human resource activities including career development interventions to equip staff with the requisite skills to deliver on the identified priorities. Core learning and development initiatives needed across the organisation to deliver on this strategy, which will be identified and supported, will include training of staff and partners on human rights-based approaches, power analysis, unpaid care work, decent work, climate resilient sustainable





agriculture and working with young people. Skill development around funding planning, human resource management, communications, fundraising, financial management, internal governance and leadership development will also be pursued to equip staff and partners with requisite competencies to enhance performance. Induction modules will be developed on core approaches of our work, functional areas, and feminist leadership, in addition to the traditional induction pack on the history of ActionAid, organisational values, departmental information, our human rights-based approach, policies, performance management, staff safety and security.

A simplified performance management system will be developed and implemented in an empowering and enabling environment that supports staff motivation, improves their well-being and helps them to fulfill their potential. This will be linked to a reward system to motivate performance. AAG shall through periodic salaries/benefits surveys, pay realistic salaries and other benefits to staff in accordance with its financial strength.

The Human Resource Management Information System (HRMIS) will be strengthened to provide a solid database on staff to promote excellent records management for decision making.

The outcome of appraisals will continue to feed into learning, training/development and talent management strategies for effective administrative decision making. Relevant strategies such as succession planning, the effective involvement of staff in their work through the introduction of a robust Suggestion System, a Recognition/Award Scheme for innovativeness and strengthening of natural team meetings will be used to enhance staff engagement and retention.

To promote organisational effectiveness, relevant systems including leadership, culture, reward, group relations and the structure shall be aligned with CSP V to ensure coherence and synergy in the achievement of set objectives. Accordingly, a change management plan that itemises all the needed changes in the various systems and the desired actions will be rolled out and closely monitored for effective implementation.

As a core value, we will promote gender equality and challenge discrimination and the abuse of power internally and in the larger society. We will work to achieve a better work-life balance for our diverse staff, adopt policies relevant

to our context and needs while investing specifically in women's leadership. Staff will be empowered and involved in their work and on issues that affect their welfare. To this end, the Staff Council and Women's Forum will be provided with requisite support and resources to strengthen and add value to their initiatives. Staff safety, security and wellness will also be prioritised to promote sustainable management of our cherished team.

Mutual accountability will be enhanced to hold one another to account regarding our strategy, reputation of ActionAid, people living in poverty, communities and our partners, donors and supporters. Collaborative behaviour in working towards our common objectives will be encouraged to break the mentality of working in silos and maximise the cooperation between all the different areas and functions in AAG.

We will also encourage staff to openly recognise and manage risks, set clear standards to manage our reputation and relationships, improve communications internally, and support transparency in decision making processes at all levels. We will encourage a constant focus on innovation among our staff in the search for alternatives that will impact on ending poverty, build capacity of staff and partners to demonstrate the impact of our work, and value the production and creative sharing of knowledge.

The Child Protection Policy which was rolled out during CSP IV will be thoroughly disseminated and discussed with our partners, together with other relevant policies, after which they shall be required to sign onto them as part of the memorandum of understanding governing our relationship.

Our recruitment and assessment tools will be adapted to reflect the required needs of CSP V. Priority will be given to the appointment of women and the youth. Interns/national service persons will be engaged to complement the human resource needs of the organisation while resourcing them with practical skills for the world of work. To this end, the Alumni Network made up of former interns and staff will also be strengthened to raise the supporter base for our work.

### 7.3 Objective 3:

#### **Improve Financial Management, Planning and Reporting through the Development of Effective Systems and Processes in Order to Promote Accountability and Transparency Across the Organisation in Line with our Values**

AAG will develop financial monitoring indicators to closely monitor the use of resources to increase transparency and accountability. Financial information will be made readily available to all users including Board and management, partners, community members, donors and other relevant stakeholders. Timely and accurate reports will be provided to donors in an acceptable format to establish donor trust and raise more partnership income.

Tailor-made trainings and support to respond to issues from routine monitoring will be provided to staff and partners through the annual training workshops, one on one training sessions, and mentoring. Processes such as expenditure verification exercises, partners' reporting systems, internal and external audits will be strengthened and working relationship with other functions will be enhanced to achieve the objectives of the strategy.

The capacity of staff and partners will be strengthened to effectively engage annual plans and budget processes by designing customised templates, provision of relevant financial information and building the capacity of non-finance staff to appreciate standards and policies put in place to safeguard organisational resources.

The Local Financial Policies and Procedures Manual (LFPPM) will be revised and monitored to ensure that it facilitates the execution of this strategy to safeguard organisational resources. Emerging financial issues that hinder implementation of the strategy will also be reviewed in the interest of people living in poverty. To ensure transparency in our financial management, AAG will invest in the capacity of managers across the organisation to use financial systems effectively for decision making.



#### 7.4 Objective 4:

##### **Enhance Accountability of our Governance Structures with Support from the International Secretariat**

AAG will leverage the impact of its skilled General Assembly (GA) and Board to position itself as the first Affiliate in the South by supporting other Southern countries to gain Affiliate status. The active involvement of GA and Board members in programme work through LRP visits will be sustained to involve people living in poverty in decision making. Training in fundraising, profiling and marketing will be organised to strengthen their roles in these functions. Management will continue to provide accurate and timely information to the GA/Board to enable them pursue their function of strategically leading and advising the organisation.

AAG will continue to seek the support of the International Secretariat to enable us fulfill our constitutional obligations by facilitating strong local and international linkages, collaborating with our stakeholders for mutual accountability, strengthening our partnerships, generating knowledge, supporting multi-country campaigns, and promoting alternatives to improve the lives of people living in poverty.



## 7.5 Objective 5:

### **Raise our Profile, Improve our Supporter Base and Diversify our Funding Sources towards Achieving our Mission Related Priorities**

A clear and consistent image of the organisation as a leader in the fight against poverty and injustice in Ghana will continue to be pursued to influence the development agenda of the country. While consolidating our space in the media and other public platforms, AAG will enhance its capacity to create and occupy public space with our partners and people living in poverty to secure changes in policies, practices, attitudes and behaviours in furtherance of their well-being.

We will build support and momentum behind our mission priorities and adopt cost-effective means of mass communication to support our efforts to empower people living in poverty to know and exercise their rights, and to challenge dehumanising social attitudes and behaviours. Our communications and public engagement work will be responsive to our context and create space for the voices of people living in poverty.

To effectively communicate AAG's development results, communications in campaigns will be made more effective to expand people's possibilities and opportunities to claim their rights by advancing credible alternatives and identifying innovations for consistent and vigorous media outreach and campaigns.

A funding strategy based on clear local and national funding plans will be developed to grow our funding in innovative and sustainable ways to achieve our strategy. AAG will make fundraising an important responsibility of all staff, Board of Trustees and General Assembly members and will be integrated in the job descriptions of all management team members.

Programme-sponsorship integration will be strengthened to demonstrate programme impact as evidence of our work to retain sponsored children and attract official and high value funding. Quality programming, timely reporting and financial accountability will be strengthened to facilitate fundraising interventions. We will work to sustain our relationship with current donors whilst packaging our fundraising schemes and products in a way that

promotes purposeful and sustained relationships with prospective donors in order to engender their commitment.

While working to consolidate the gains from child sponsorship, the learnings from the scheme will inform the development and launch of a local community sponsorship scheme that is accountable and responsive to communities and supporters and more efficient and flexible. ActionAid Ghana will also emphasise in-country funding opportunities from the government, bilateral and multilateral funding agencies as well as major corporate entities. Efforts will also be made to raise funds from other countries mainly through other ActionAid Funding Affiliates. Accordingly, a good working relationship will be developed and strengthened with Federation members by keeping an open mind, ensuring the effective flow of communication at all times and improving contract management.

We will deepen our relationship with our supporters to enhance their understanding of our mission, strengthen our accountability to them and support our collaborative quest for justice, while linking them with people in communities, other supporters and active citizens across the country. Vigorous fundraising capacity building processes as outlined in the funding strategy will also be pursued to ensure that AAG finds new and innovative sources of funds to ensure long-term income growth.

## **8.0 GROWTH OF ACTIONAID GHANA**

### ***8.1 Expand into New Regions to Pursue our Mission Priorities***

We will consolidate our work in existing LRPs and promote alternatives developed for policy advocacy. AAG will strategically phase out from very old communities and expand into new communities, Metropolitan, Municipal and District Assemblies (MMDAs) and regions to advance its mission, based on clear criteria and transparent processes.

AAG will support geographic expansion as an essential part of adjusting to a fast-changing nation, helping us to secure the resources, partnerships, skills, and political influence to achieve our strategic ambitions. Our expansion into new communities will be based on areas with potential for political influence, programme impact and mobilisation of resources, partnerships relevant to furthering our mission and objectives of raising AAG's general credibility, visibility and profile.

Communities that we have worked in for more than 10 years shall be phased out so we can move into new ones within the same LRP. The phasing out from old communities will be gradual to avoid any panic and misrepresentation of the process. New communities we will be moving into should demonstrate clearly their ability to sustain child sponsorship by contributing at least 100 children to the scheme.

In the case of forming new LRPs in new districts, appraisals shall be conducted in these districts with emphasis on strategies that existing NGOs use and how these fit strategically into AAG's strategy and direction. We will also assess the weaknesses and opportunities of these districts to identify their capacity to sustain our interventions.

We will undertake a critical appraisal of the potential of the regions which can be used to support our local fundraising initiative, since the emphasis for these new regions would be on partnership funding.

## **9.0 INCOME, EXPENDITURE AND RESERVE PROJECTIONS**

Three main sources of income have been identified for implementing the objectives of CSP V within the five year period. These sources are Regular Giving (RG), Partnership, and Local Community Sponsorships (LOCOMS). The RG income refers to child sponsorship-related income, and is sourced mainly from funding affiliates. It is categorised into products such as Child Sponsorship, Next Step, Big Step, Amico Paese, General Fund and Gift Fund. A significant part of this income is restricted for implementing community-level interventions.

Partnership Income is acquired from institutions such as bilateral and multilateral organisations, corporations, trusts and foundations and high value donors who are usually individuals who contribute to our efforts towards fighting poverty and injustice. The LOCOMS is an ActionAid Ghana initiative geared to provide opportunity for Ghanaians and other individuals, groups and corporations in and out of Ghana to be part of the development of our deprived communities and bring relief to the majority of Ghanaians struggling with poverty. The LOCOMS initiative is also intended to deepen the charity culture among Ghanaians and to reduce over-reliance on overseas assistance to address our developmental deficiency.



## 9.1 Income

During the period, total income per annum will rise consistently from £2,940k in 2015 to £3,856k in 2019. This will result in an average income of £3,203k for the five (5) year period. The distribution of income projections per annum and from major sources are summarised in Table 2.

**Table 2: Income Distribution by Source (2015 - 2019)**

Year	2014	2015	2016	2017	2018	2019	Total	Average
Source	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Regular Giving	1,734	1,621	1,563	1,560	1,644	1,676	8,064	1,613
Partnership	1,205	1,112	1,146	1,318	1,516	1,743	6,835	1,367
LOCOMS	1	30	105	210	336	437	1,118	224
<b>TOTAL</b>	<b>2,940</b>	<b>2,763</b>	<b>2,814</b>	<b>3,088</b>	<b>3,496</b>	<b>3,856</b>	<b>16,017</b>	<b>3,203</b>

From Table 2, RG income will tumble slightly between 2015 and 2017 and start rising until the end of the CSP period – 2019. Partnership income and LOCOMS are expected to rise consistently over the CSP V period. This will result in an average income distribution of 55:40:5 for RG, Partnership and LOCOMS respectively. Income trends for the five (5) year period are presented with the chart below.

**Chart 1: Income Projection (2015 - 2019)**



Chart 1 indicates that whereas RG income depicts a marginal overall decline, partnership income and LOCOMS depict an upward sloping trend, with partnership income exceeding RG by end of the CSP V period. This is in line with the management plan at securing a long term project that will provide adequate revenue of at least £1,000,000 per annum to compensate for the decline in RG income. This is a modest and conservative forecast. We, however, aim to raise and secure a more than £1,000,000 annual long term partnership income.

## 9.2 Expenditure

Expenditure is analysed per natural cost as Programmes (Grants and Community Inputs), Personnel, Office and Service, Travel and Transport, and Capital. Table 3 below demonstrates the distribution of expenditure per the natural cost analysis for the CSP V period. This analysis is based on our real expenditure and ensures that we remain relevant and competitive within the development arena.

**Table 3: Expenditure Distribution by Natural Cost (2015 - 2019)**

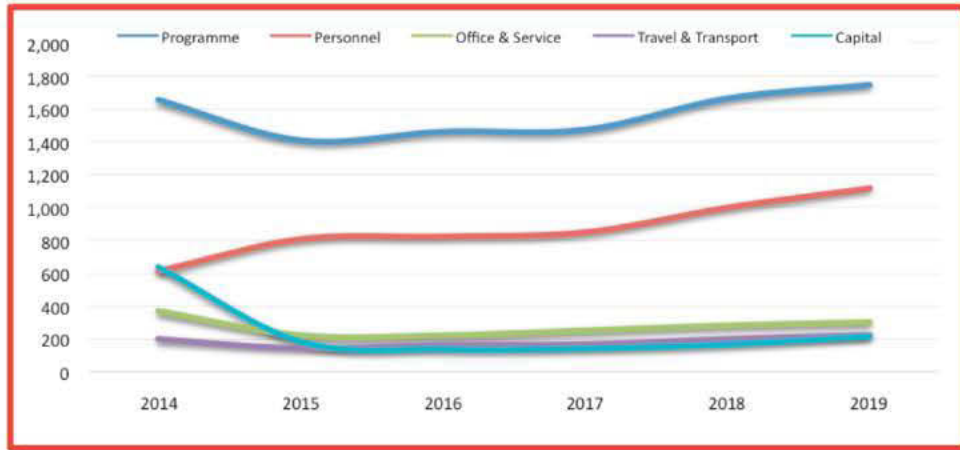
	2014	2015	2016	2017	2018	2019	Total	Ave rage	Prop
Description	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	%
Programme	1,650	1,409	1,462	1,475	1,665	1,747	7,758	1,552	50%
Personnel	613	807	823	849	999	1,117	4,595	919	30%
Office & Service	362	220	220	250	280	300	1,270	254	8%
Travel & Transport	195	147	165	170	200	223	905	181	6%
Capital	630	183	137	142	167	216	845	169	5%
<b>Total</b>	<b>3,450</b>	<b>2,766</b>	<b>2,807</b>	<b>2,886</b>	<b>3,311</b>	<b>3,603</b>	<b>15,373</b>	<b>3,075</b>	<b>100%</b>

Table 2 indicates that total expenditure will rise from £2,766k to £3,603k between 2015 and 2019. In 2014, management invested in the acquisition of an office facility. This will result in significant stability in overheads and thereby allow programme expenditure to rise consistently over the CSP V period. Chart 2 highlights trends in expenditure over the CSP V period.

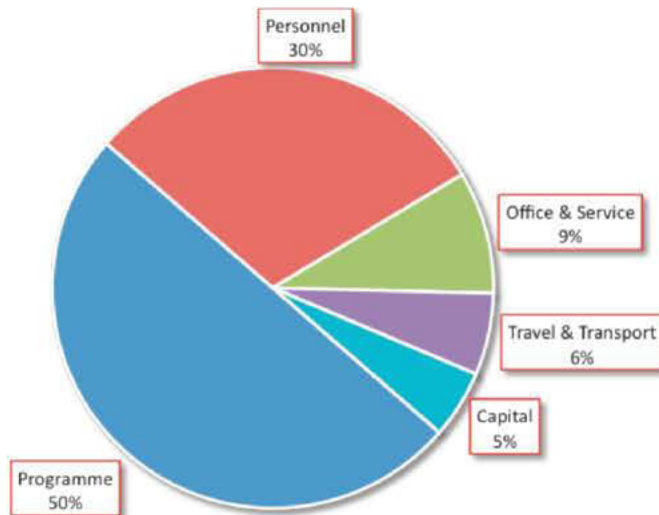
Over the CSPV period, a significant proportion of expenditure will be invested in programme activities as depicted in Chart 2. On average, 50% of

expenditure will be used for programme activities and 50% on overheads. Chart 3 below shows the target distribution of expenditure by natural cost over the CSP V period.

**Chart 2: Expenditure Projection (2015 - 2016)**



**Chart 3: CSP V Natural Cost Distribution Targets in Percentages**



### 9.3 Reserves

Investment in the acquisition of an office facility in 2014 was considered prudent to manage the ever increasing rent cost that threatened the financial sustainability of the organisation. This investment depleted the cash reserves of AAG at the beginning of the CSP. The CSP V period will be used to accumulate reserves of up to three months of expenditure by 2019. The reserve trend for the CSP V period is demonstrated with Table 3 below.

**Table 4: Reserve Levels Per Annum (2015 - 2019)**

Year	2014	2015	2016	2017	2018	2019
Opening Reserve (£'000)	902	392	389	396	598	783
Closing Reserve (£'000)	392	389	396	598	783	1,036
Closing Reserve Months	1.7	1.7	1.6	2.2	2.6	3

The reserves levels were based on conservative estimates of income and expenditure, considering ActionAid Ghana's record of not securing major partnership income since 2010. The effort for fundraising has been intensified such that the success of securing a long term project will impact positively on annual income and reserve levels.



## 10.0 CSP V RISK MATRIX

AAG RISK REGISTER: CSP V							
Objectives	Risk/Risk Categories	Impact	Probability	Risk Owner	Current Action / Policies	Future Planned Actions	Residual risk (H/M/L)
		(H/M/L)	(H/M/L)				
<b>MO 1.</b> <i>Promote women secured access to and control over land and other productive resources and climate resilient and sustainable agriculture (CRSA).</i>	Cultural and traditional practices limiting women's access to and control over land and the application of CRSA practices.	H	H	CD	<p>Collaboration with duty bearers especially traditional authorities, MOFA and MMDAs to deliver CRSA services.</p> <p>Collaboration with traditional authorities.</p>	<p>Undertake policy mapping on women's access to land, credit, and other productive resources to determine baseline for engagement.</p> <p>Use baseline information to engage traditional rulers on women's access to and control over land.</p>	M
	Inadequate government support and commitment in promoting CRSA.	H	M	CD	<p>Provide technical support for the formation of Farmers' Networks, Listeners' Clubs, Female Extension Volunteers (FEVs).</p> <p>Provide technical support for women's groups and Farmers' Networks to appreciate and adopt CRSA practices.</p>	<p>Piloting and promoting CRSA practices using the baseline information to encourage use of local resources to guarantee easy adaptation.</p> <p>Institute award schemes for women farmers who adopt CRSA best practices.</p>	L

**AAG RISK REGISTER: CSP V**

Objectives	Risk/Risk Categories	Impact (H/M/L)	Probability (H/M/L)	Risk Owner	Current Action / Policies	Future Planned Actions	Residual Risk (H/M/L)	
<p><b>MO 2.</b> Advance political influence of women and girls; reduce women's unpaid care work and violence against women and girls.</p>	<p>Changing roles of men and women likely to generate conflicts at household and community levels.</p>	H	H	CD	<p>Support the formation of Community Based Advocacy Teams (COMBAT) and youth groups and working with them to address gender based violence</p>	<p>Continued sensitisation on gender roles whilst replicating the unpaid care work concept of recognition, redistribution and reduction in all AAG regional programmes.</p>	M	
					<p>Provide training on the Domestic Violence Act and Anti-Sexual Harassment Policy for AAG collaborators.</p>	<p>Identify and groom young women from second and third cycle schools to become role models and leaders.</p>		L
<p><b>MO 3.</b> Promote access to quality public education for boys and girls which respects their rights - and enhance capacity of young people to drive their development priorities.</p>	<p>Political interference in education delivery.</p>	H	M	CD	<p>Working with the 'alleged witches' and widows' groups, advocating and campaigning for their rights.</p>	<p>Facilitate regional and national conversation on witchcraft allegations and resolution.</p>	M	
					<p>Advocate and campaign for the promotion of girl child education. Showcase Girls' Camp models.</p>	<p>Strengthen community participation in school management and governance to minimise effects of political interference.</p>		L
					<p>Promote compliance with Promoting Rights in Schools (PRS), including learnings from the ACRE and CBE projects.</p>	<p>Use baseline data to engage traditional authorities on the need to support the promotion of girl child education.</p>		L

**AAG RISK REGISTER: CSP V**

Objectives	Risk/Risk Categories	Impact (H/M/L)	Probability (H/M/L)	Risk Owner	Current Action / Policies	Future Planned Actions	Residual Risk (H/M/L)
<b>MO 4.</b> <i>Improve gender responsiveness of mining and extractive companies and ensure fair redistribution of resources to eradicate poverty.</i>	Members of the public misunderstanding our advocacy work under tax justice.	M	M	HOPP/PCM	Provide training for staff and spokespersons on AAG work to manage reputational risks.	Build clarity with media outlets on our Tax Justice advocacy and the value addition of our work in poverty eradication.	L
	Resistance of mining companies due to recently reported high spate of corruption in the country.	H	H	HOPP	Women's groups mobilised and sensitised on what constitutes decent work.	Continued public education and sensitisation of the mining companies and other stakeholder groups on the need to support women's groups.	M
<b>EO1.</b> <i>Enhance effective programme integration, coherence and quality at all levels in order to achieve the desired impact on the lives of people living in poverty.</i>	Some policy partners not linking up with evidence gathered from AAG regional work.	H	M	HOPP	PRRPs, quarterly review meetings and reflection and learning incorporated in work plans.	Design Programme Implementation Framework (PIF) and revive the Management Information System (MIS) to ensure coherence and quality at all levels of programme implementation.	L
	Low interest in culture of learning.	H	M	HR0D	Promote family friendly policies and work-life balance.	Institutionalise the culture of learning and develop Programme Management Framework to ensure the development of more closely linked local, national and sub-regional work.	L

**AAG RISK REGISTER: CSP V**

Objectives	Risk/Risk Categories	Impact (H/M/L)	Probability (H/M/L)	Risk Owner	Current Action / Policies	Future Planned Actions	Residual Risk (H/M/L)
<b>EO 2.</b> <i>Increase capacity and motivation of staff to deliver this strategy and promote women's and young people's leadership.</i>	Resistance by power brokers to the promotion of women's / young people's leadership.	M	M	CD	Staff, interns and other stakeholders empowered to drive the promotion of women and young people's leadership.	Investing specifically in women's leadership through the promotion of an enabling environment for women, e.g. Women's Forum activities and work-life balance.	L
	Weak capacity of partners to sustain compliance with financial policies and procedures.	H	L	HOF	Conduct regular audit and expenditure verification and provide feedback to auditee units and SLT.	Build staff and partner capacity whilst ensuring project staff have access to contract documents of the donor, AAI and AAG.	L
<b>EO 3.</b> <i>Improve financial management, planning and reporting through the development of effective systems and processes in order to promote accountability and transparency across the organisation in line with our values.</i>	Systems failure and loss of programme / project information.	M	L	CD	Develop local IT Policy using the AAI policy as the framework.	Update local IT policy to cater for management of data, including completed donor, project and system shut down situations.	L
	Worsening of global financial crises, insufficient funds to cover programme and support activities.	H	H	CD	Intensify efforts in donor scoping and proposal writing.	Seek expert assistance and AAI support in developing fundraising proposals.	M



**AAG RISK REGISTER: CSP V**

Objectives	Risk/Risk Categories	Impact (H/M/L)	Probability (H/M/L)	Risk Owner	Current Action / Policies	Future Planned Actions	Residual Risk (H/M/L)
<b>EO 4.</b> <i>Enhance mutual accountability of our governance structures with support from the International Secretariat.</i>	Some partner organisations not complying with statutory governance requirements e.g. not conducting annual statutory audit and filling annual returns.	M	M	CD	Continued checks during expenditure verifications and audits to ensure compliance to minimise reputational risks.	AAG to assist affected partner organisations address gaps in ensuring compliance with statutory governance. Terminate partnership agreements where partners do not show enough commitment.	L
	AA International Secretariat not readily available to support ActionAid Ghana.	M	M	CD	Strengthen the local BOT through the provision of periodic capacity building.	Facilitate strong local and international linkages, supporting multi-country programmes and campaigns to give local staff wide exposure.	L
<b>EO 5.</b> <i>Raise our profile, improve our supporter and diversify our funding sources towards achieving our mission related priorities.</i>	Difficulty in raising funding especially locally.				Revise current fundraising policy.	Reorganise the Fundraising Team and work with specialist where necessary to raise funds.	
	Changes in donor policies and the decision to channel funds to government agencies.	H	M	CD	Strengthen capacity of staff and partners on resource mobilisation and grant management.	Use various media outlets to build profile and clarity on the value addition AAG provides on donor funds received.	L
				FRSCM	Collaborate with relevant MMDA's profiling our work as much as possible.	Build a good working relationship with potential donor agencies using AAI to lobby where necessary.	

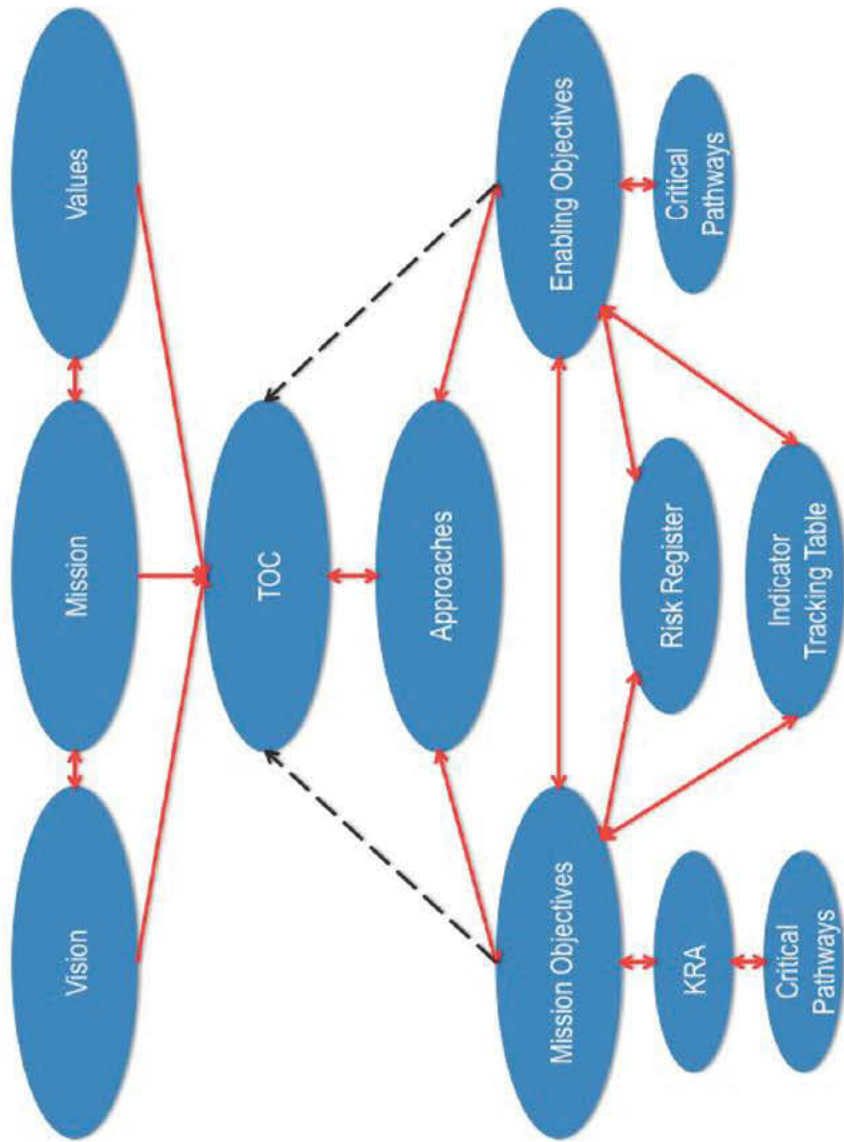
APPENDIX 1

**CSP V - “Increasing Possibilities, Claiming Rights” Alignment to AAI CSP  
“People’s Action to End Poverty”**

CSP V MO	KRAs	KCPs	Code	Remarks
MO1	KRA 1.2	KCP 1	P01	MO1 maps to SO1
	KRA 1.1	KCP 2	P02	
MO2	KRA 2.1	KCP 3	P03	MO2 maps into SOs 2 and 5
	KRA 2.2	KCP 9	P09	
	KRA 2.3	KCP 10	P10	
MO3	KRA 3.1	KCP 5	P05	MO3 maps to SO3
	KRA 3.2	KCP 6	P06	
MO4	KRA 4.1	KCP 3	P07	MO4 maps to SO2
	KRA 4.2	KCP 4	P04	

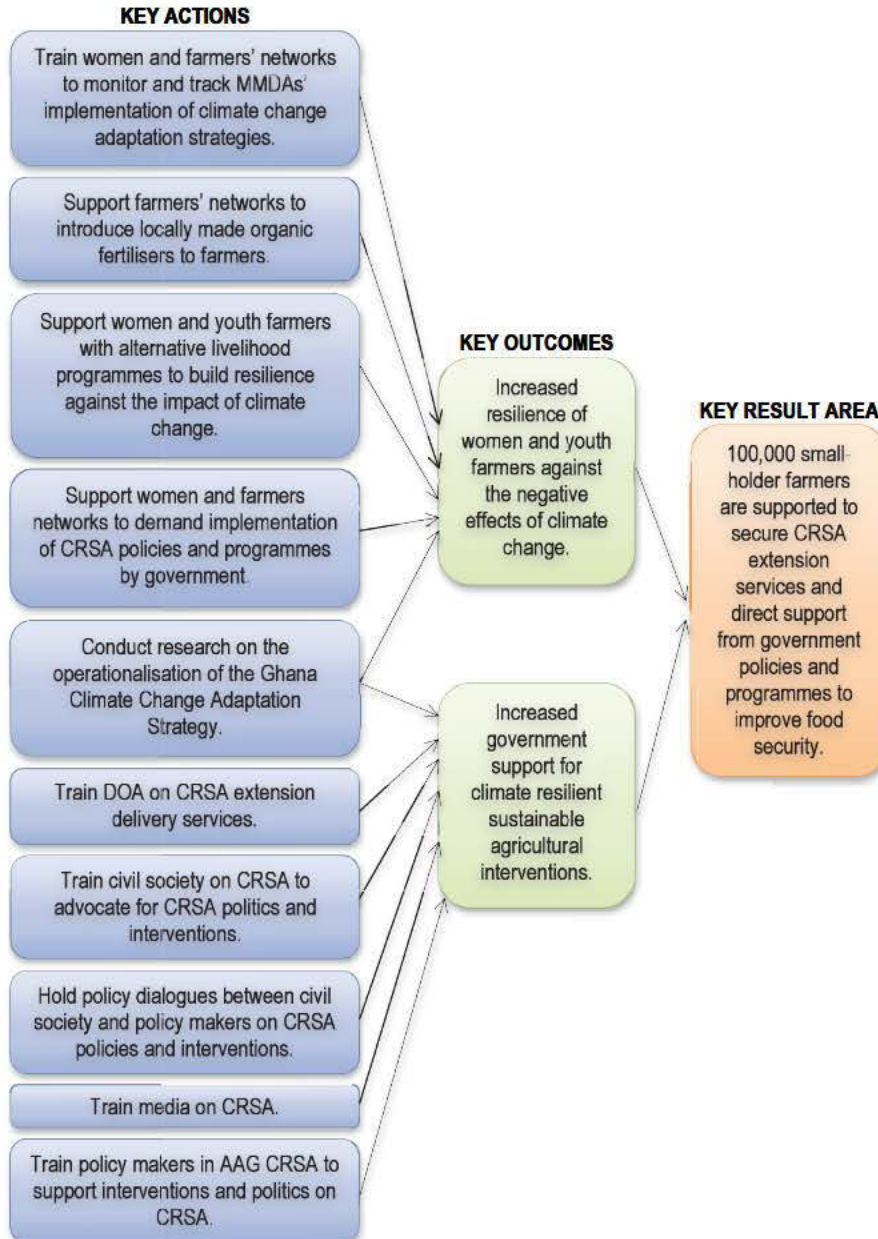
## NEW APPENDIX 2

### CSP V AT A GLANCE



## APPENDIX 3

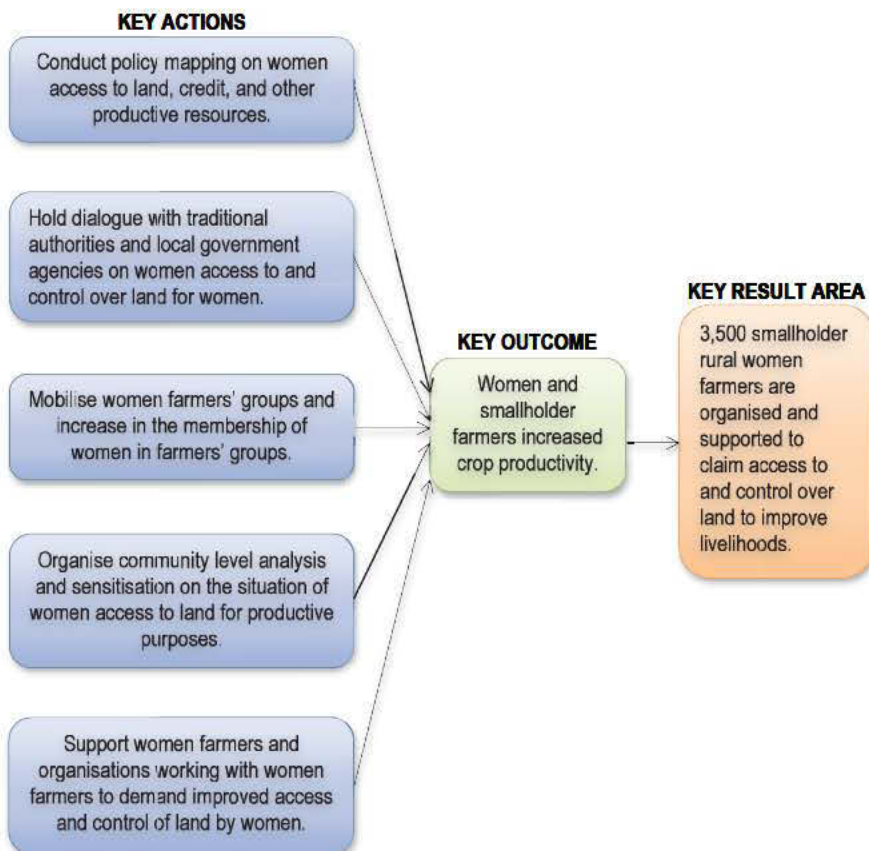
### MISSION OBJECTIVE 1 - KEY RESULT AREA 1





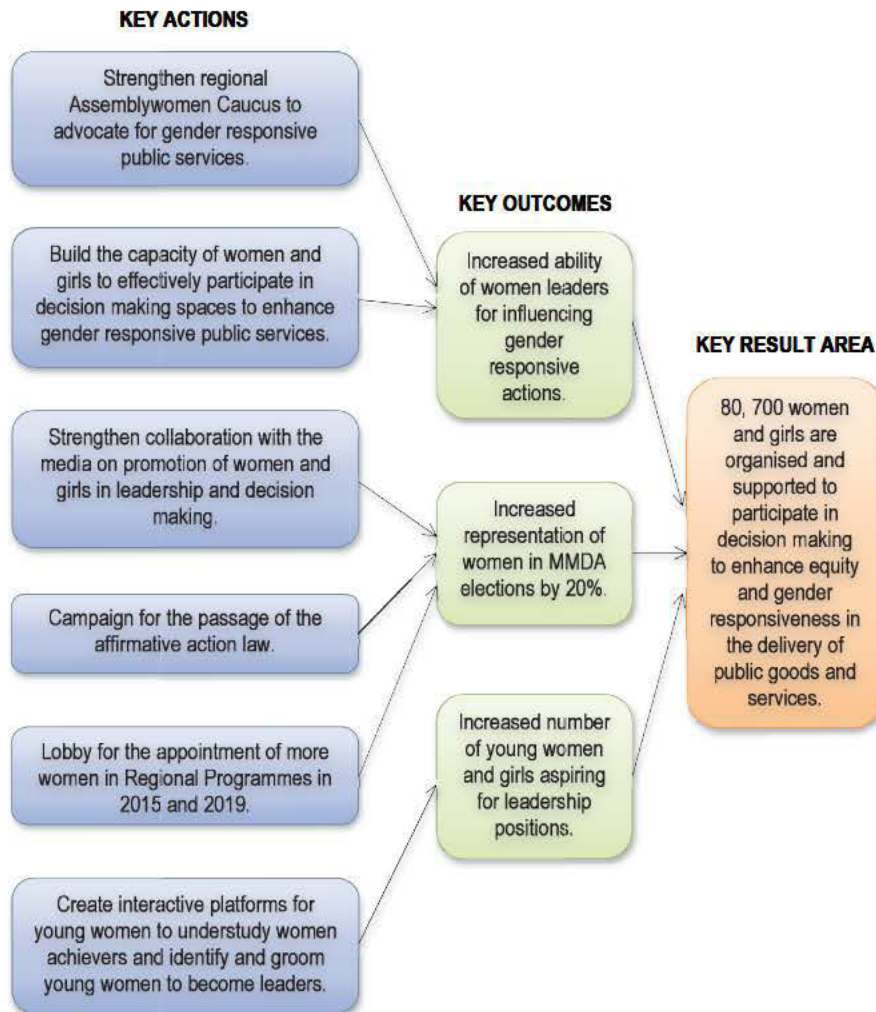
## APPENDIX 4

### MISSION OBJECTIVE 1 – KEY RESULT AREA 2



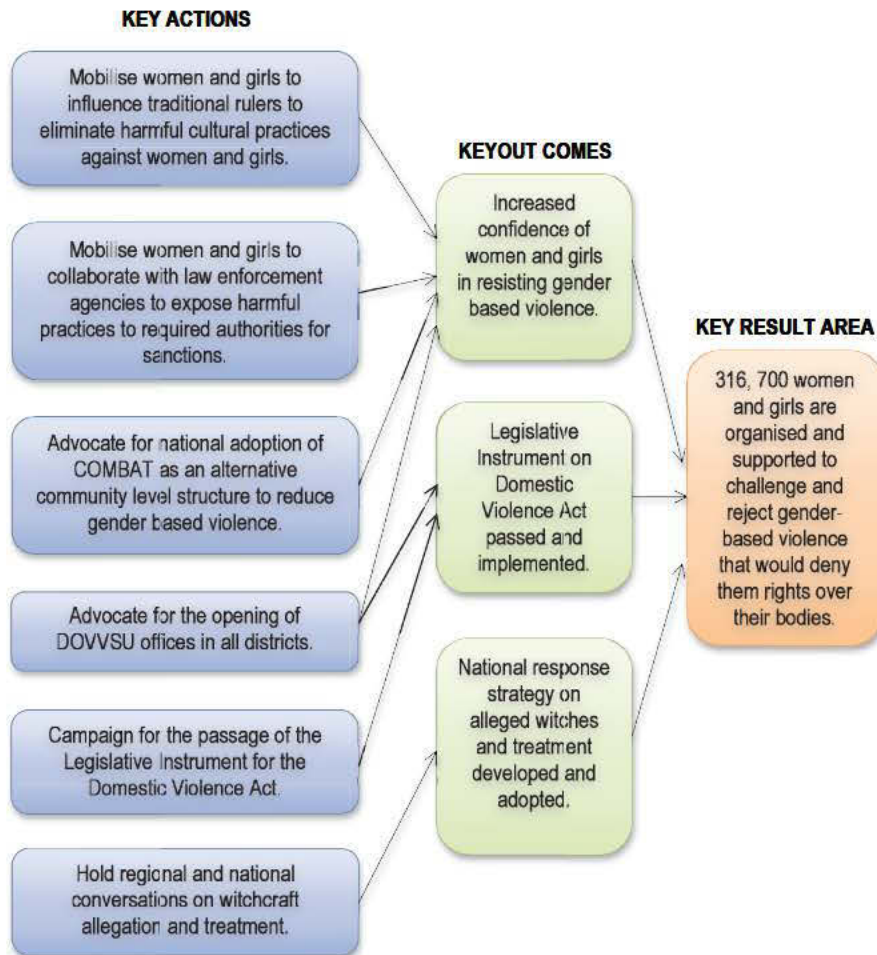
## APPENDIX 5

### MISSION OBJECTIVE 2 – KEY RESULT AREA 1



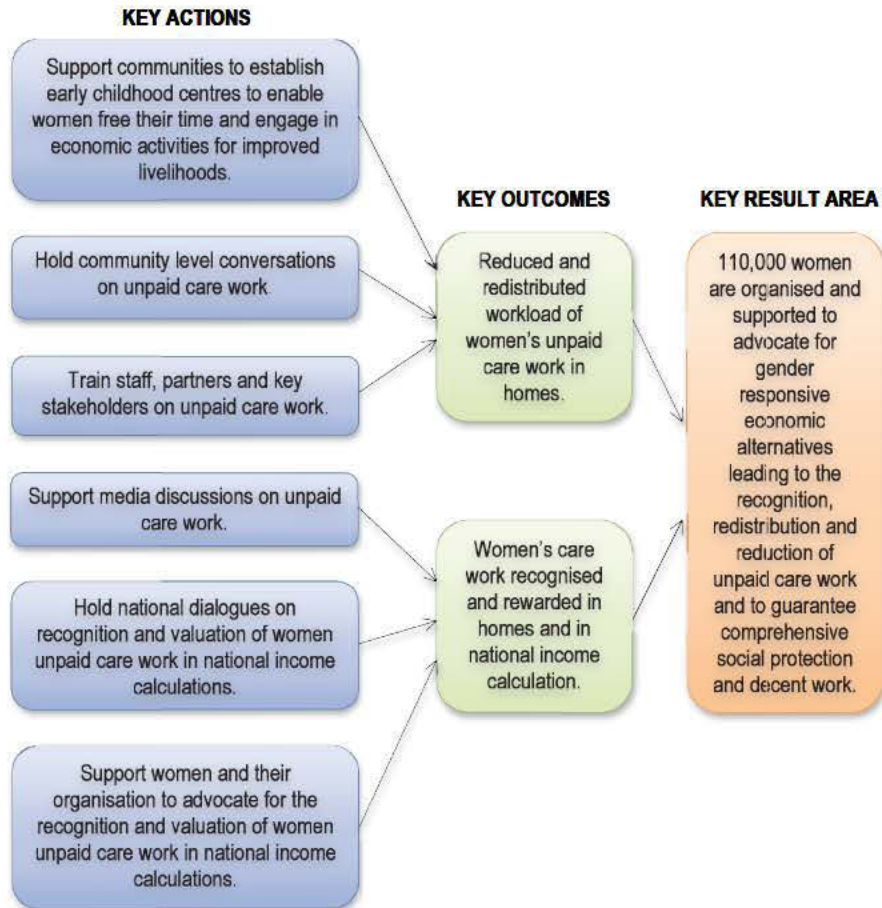
## APPENDIX 6

### MISSION OBJECTIVE 2 – KEY RESULT AREA 2



## APPENDIX 7

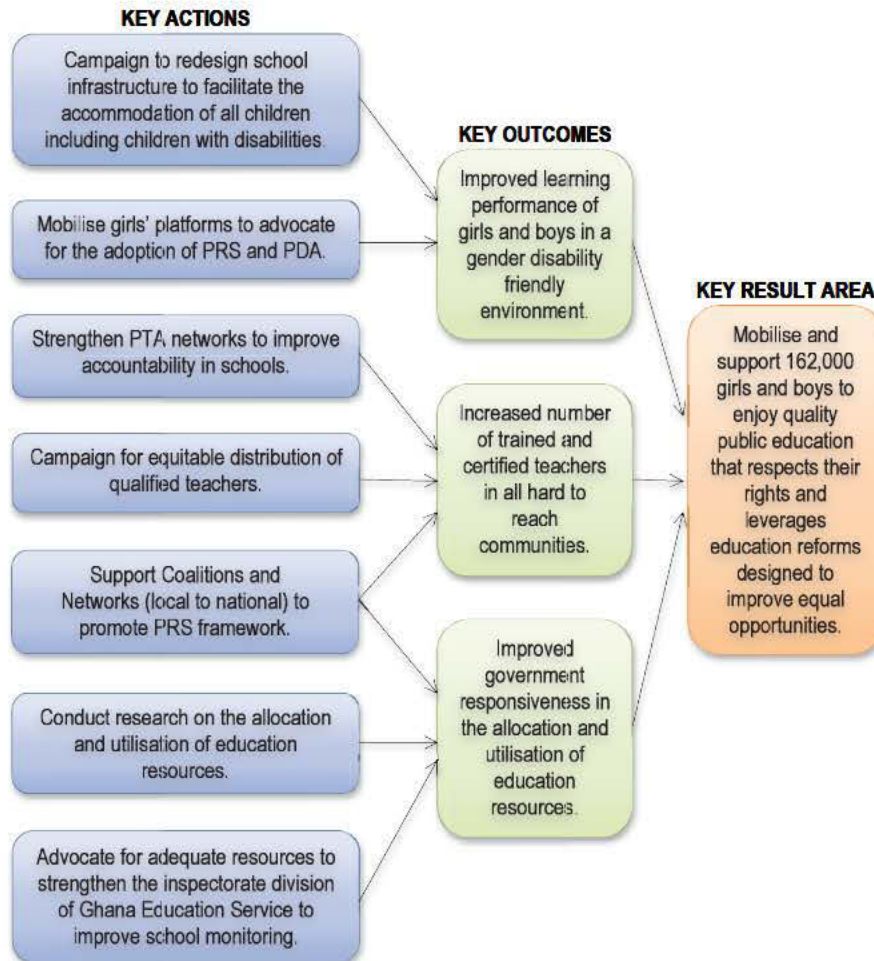
### MISSION OBJECTIVE 2 – KEY RESULT AREA 3





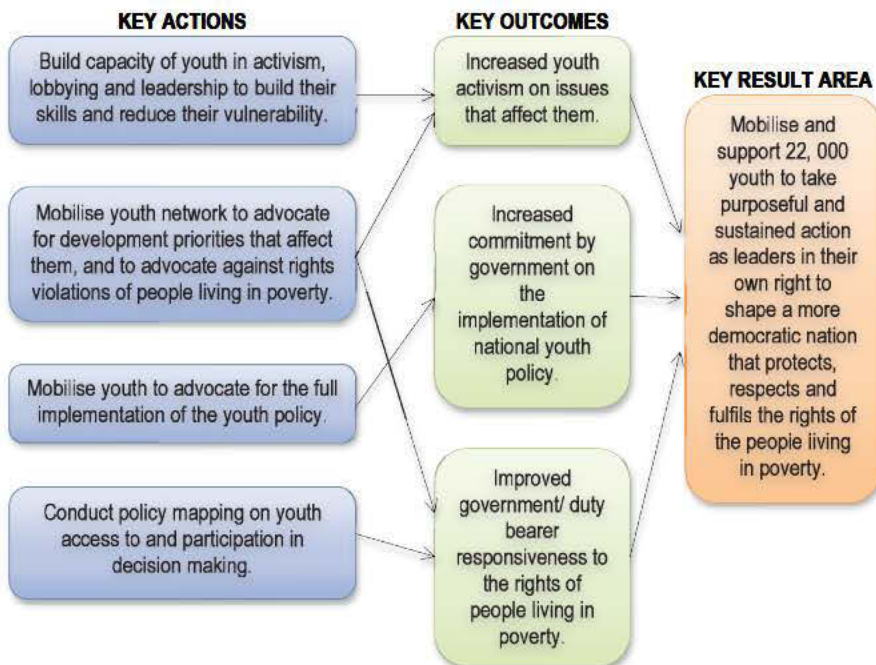
## APPENDIX 8

### MISSION OBJECTIVE 3 – KEY RESULT AREA 1



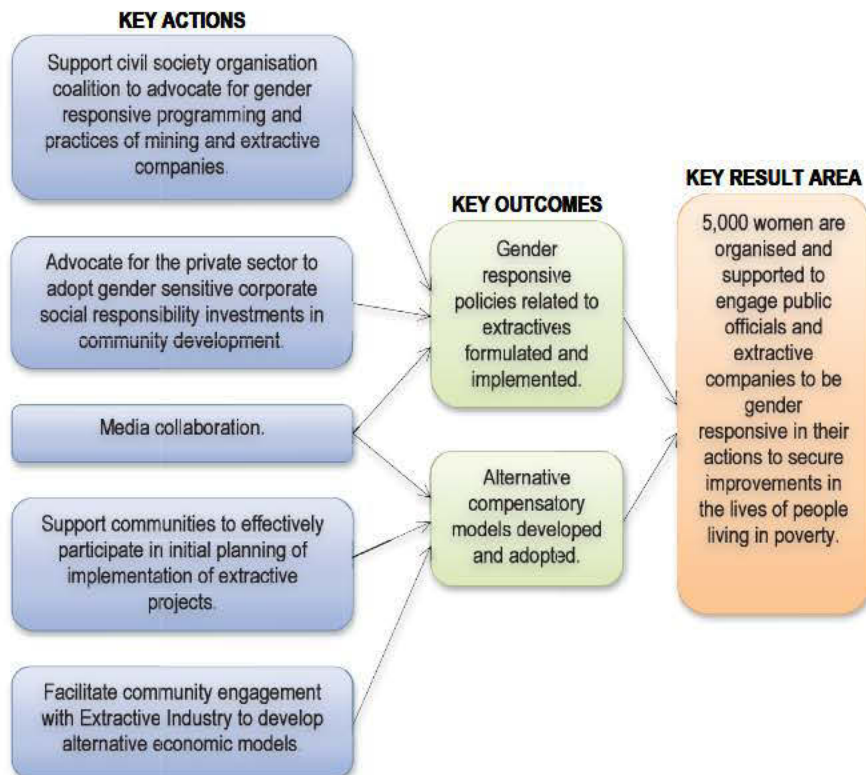
## APPENDIX 9

### MISSION OBJECTIVE 3 – KEY RESULT AREA 2



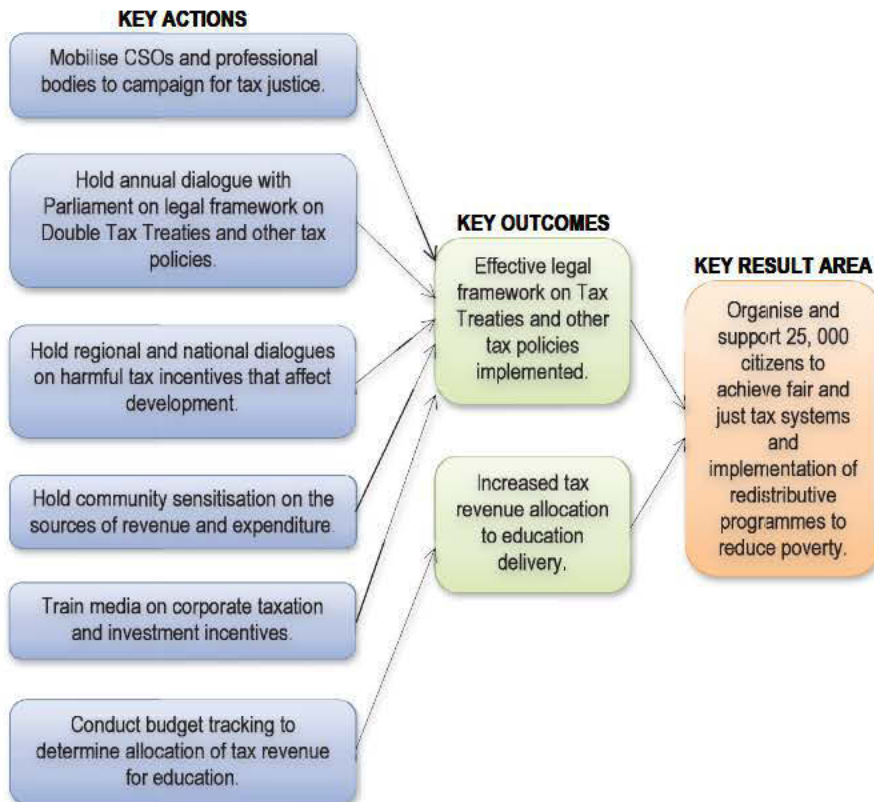
## APPENDIX 10

### MISSION OBJECTIVE 4 – KEY RESULT AREA 1



## APPENDIX 11

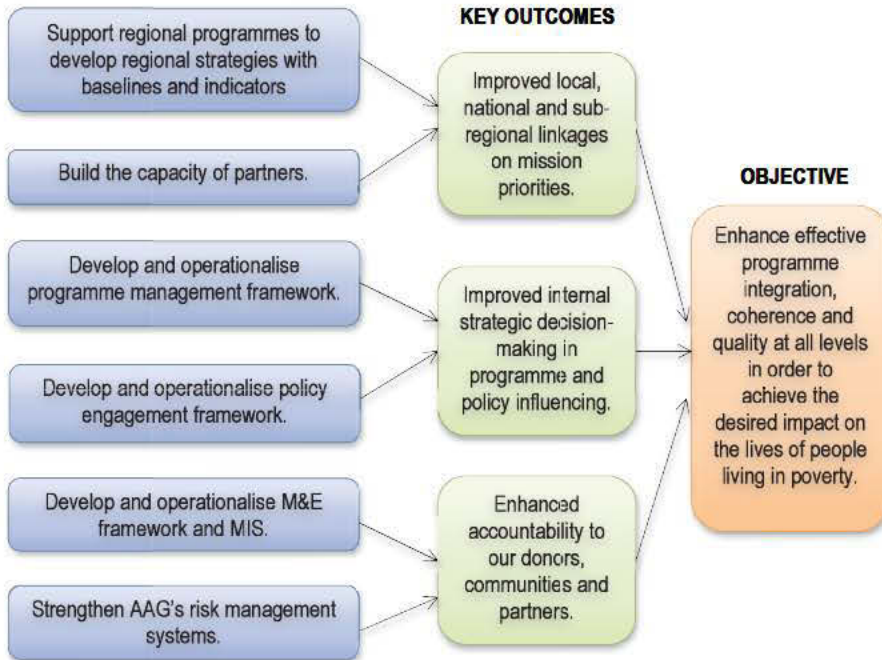
### MISSION OBJECTIVE 4 – KEY RESULT AREA 2



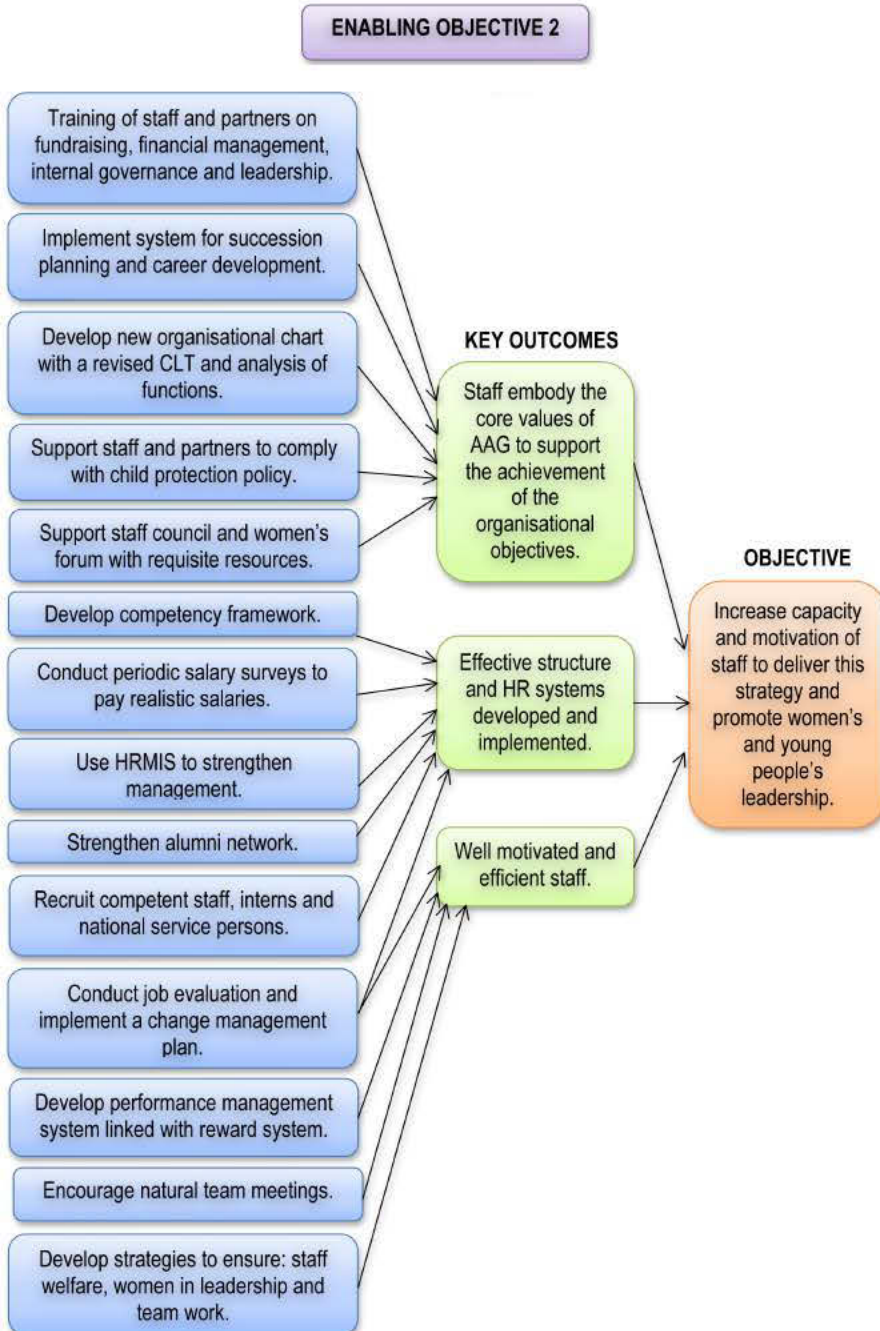


## APPENDIX 12

### ENABLING OBJECTIVE 1

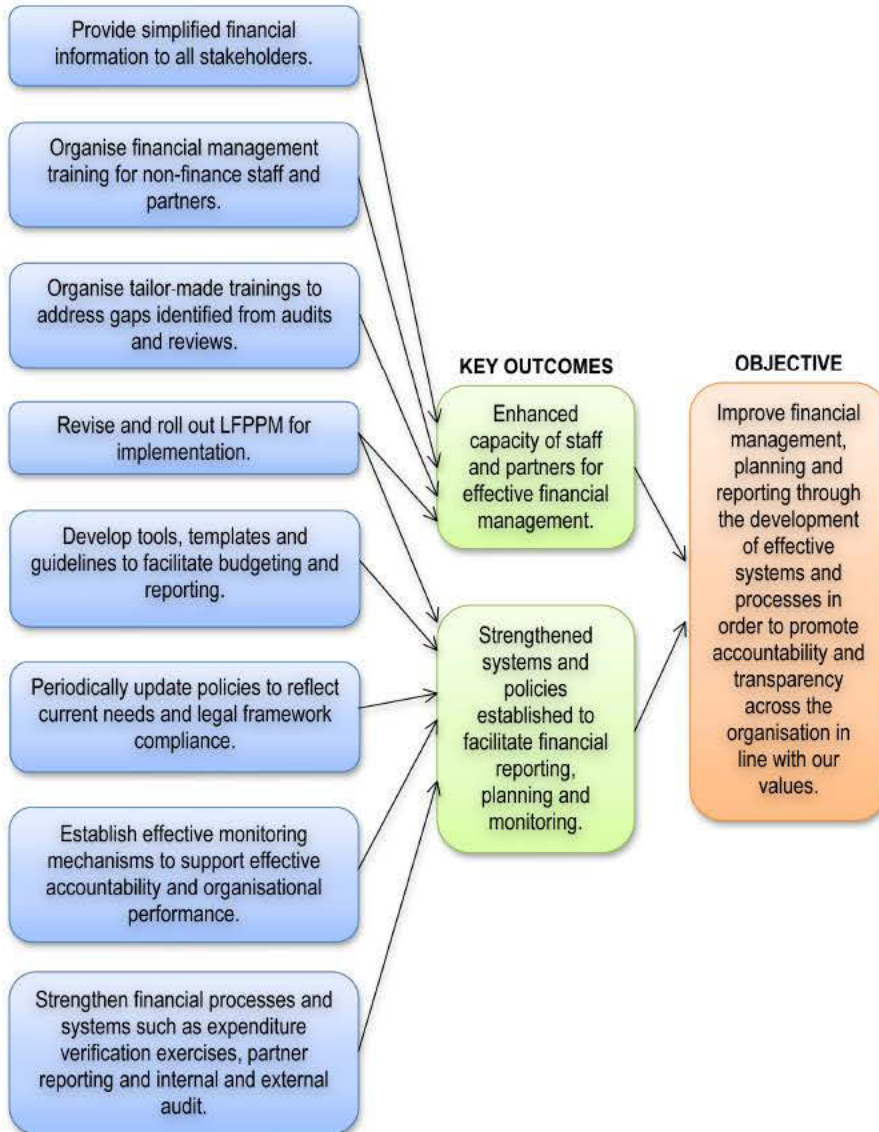


## APPENDIX 14



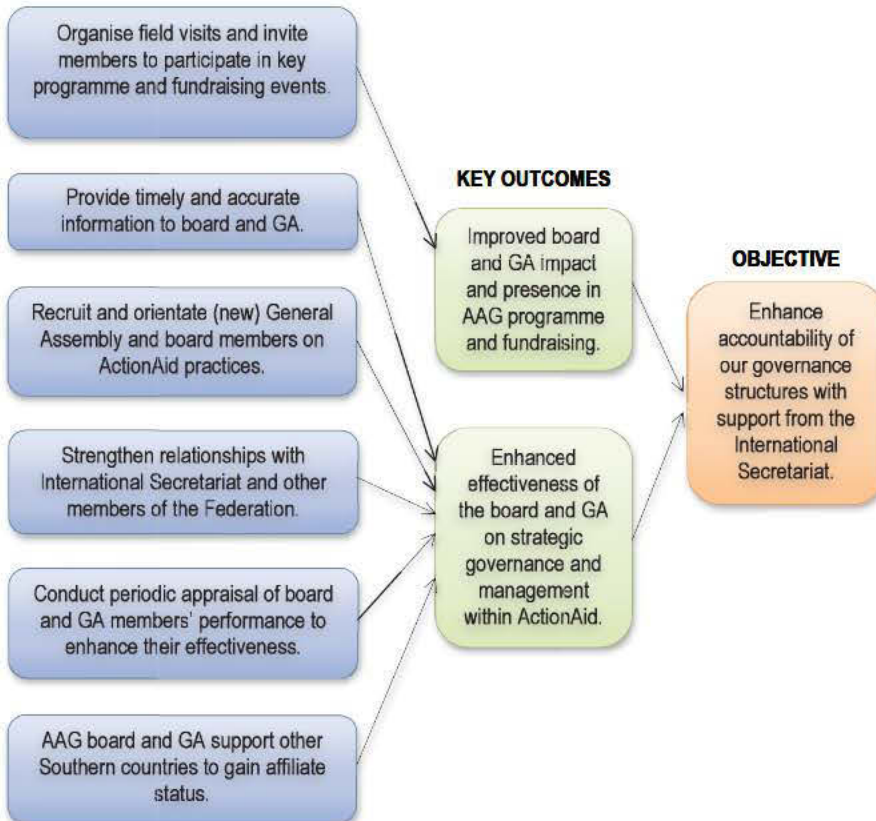
## APPENDIX 14

### ENABLING OBJECTIVE 3



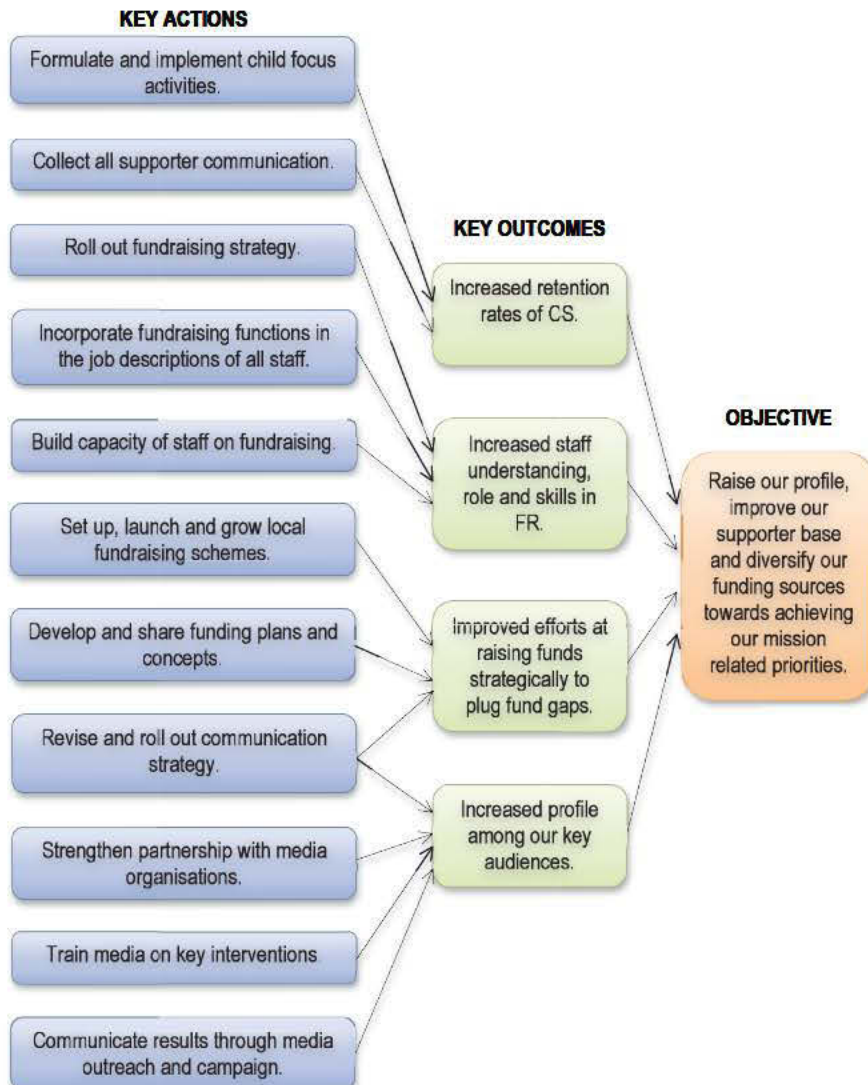
## APPENDIX 15

### ENABLING OBJECTIVE 4



## APPENDIX 16

### ENABLING OBJECTIVE 5







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