



**actionaid**  
ghana



**People's Power for Social Justice**

2018

ANNUAL REPORT



**ActionAid is a global justice federation working  
to achieve social justice, gender equality and  
poverty eradication**

**Annual Report**  
**Ghana**  
**"People's Power for Social Justice"**  
**2018**





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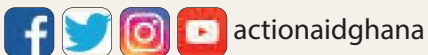
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**CIMG Not-for-Profit Organisation of the Year 2013, 2014, 2015, 2017**

**“The degree of a country’s revolutionary awareness may be measured by  
the political maturity of its women”**

~  
Dr. Kwame Nkrumah, the first President of the Republic of Ghana

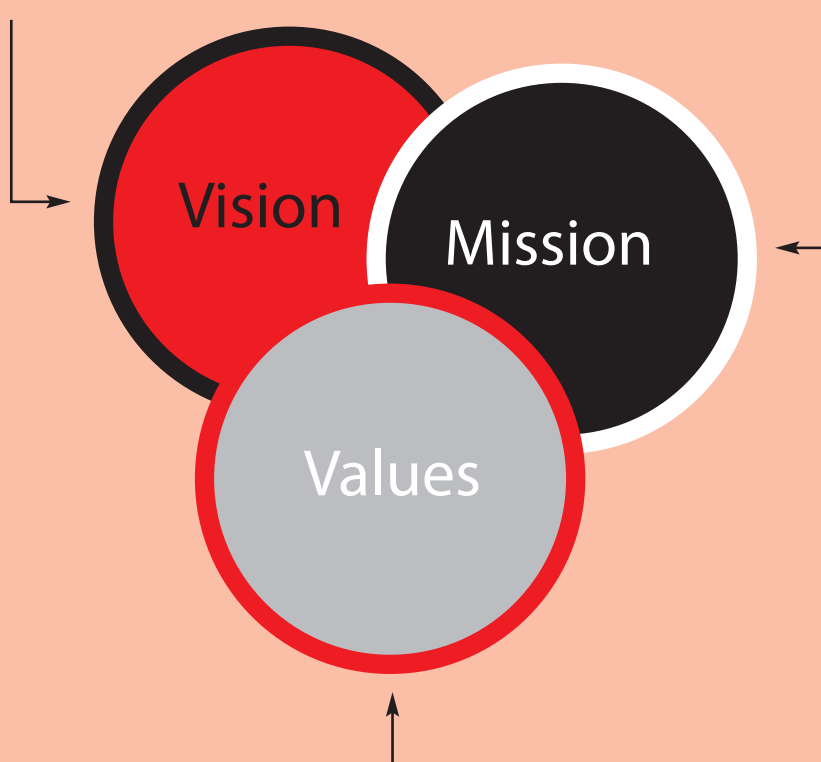


**Nangbong Kazieri**, a smallholder farmer in the Upper West Region



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

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



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

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

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

**Solidarity with People Living in Poverty and Exclusion** will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality

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

**Independence** from any religious or party-political affiliation

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

## TABLE OF CONTENTS

<b>Abbreviations and Acronyms</b> .....	<b>viii</b>
<b>COUNTRY LEADERSHIP TEAM</b> .....	<b>xiii</b>
<b>Foreword</b> .....	<b>1</b>
<b>1.0 Introduction</b> .....	<b>2</b>
<b>2.0 THEORY OF CHANGE</b> .....	<b>3</b>
<b>3.0 EXTERNAL CONTEXT</b> .....	<b>3</b>
<b>4.0 INTERNAL CONTEXT</b> .....	<b>5</b>
<b>5.0 PROGRAMME IMPACT, COMMUNITY DEVELOPMENT AND GOVERNANCE</b> .....	<b>6</b>
5.1 Activity coverage and presence .....	6
5.1.2 <i>MISSION PRIORITY ONE (MP 1)</i> .....	11
5.1.3 Women's groups win prizes at district farmer awards .....	11
5.1.4 Smallholder farmers defeat soil erosion and drought with CRSA .....	14
5.1.5 More women gain long term access to secure and fertile farmlands .....	16
5.1.6 Women in Agriculture Platforms (WAPs) champion gender-responsiveness in 'Planting for Food and Jobs' programme .....	17
5.1.7 <i>MISSION PRIORITY TWO (MP 2)</i> .....	18
5.1.8 Rural women improve economic livelihoods with village savings scheme .....	18
5.1.9 Nabuli witch camp to be disbanded as 26 accused women go home ....	20
5.2.0 FGM eliminated as perpetrators and local women champion its abolition .....	22
5.2.1 Unpaid Care Work campaign makes big impact.....	23
5.2.2 <i>MISSION PRIORITY THREE (MP 3)</i> .....	25
5.2.3 Girl-friendly schools make strides in academic performance and leadership .....	25
5.2.4 Schools under trees get relief from AAG's community development work .....	28
5.2.5 Teenage mothers get a second chance to be in school.....	33
5.2.6 No more absenteeism as school girls make their own reusable sanitary pads .....	35
5.2.7 <i>MISSION PRIORITY FOUR (MP 4)</i> .....	36
5.2.8 More communities increase knowledge about citizenship and accountability .....	36
5.2.9 Local women's advocacy leads to construction of roads in communities .....	39
5.3.0 Empowering youth, local artisans and agribusinesses .....	39
5.3.1 Local advocates of ACDEG show leadership in schools and communities .....	41
5.3.2 Young Urban Women push for women's right to water and basic services .....	44



<b>6.0</b>	<b>CAMPAIGNS, ADVOCACY AND POLICY DIALOGUES .....</b>	<b>45</b>
6.1	International campaigns and partnerships .....	45
6.2	Repositioning our Tax justice campaign .....	47
<b>7.0</b>	<b>GLOBAL PLATFORM - TRAINING CHANGE AGENTS AND BUILDING NETWORKS FOR YOUTH-LED ACTIVISM .....</b>	<b>48</b>
<b>8.0</b>	<b>FUNDRAISING, CHILD SPONSORSHIP AND INSTITUTIONAL PARTNERSHIPS.....</b>	<b>50</b>
8.1	Regular Giving and Institutional Partnerships .....	50
8.1.2	Innovations for fundraising.....	52
<b>9.0</b>	<b>PUBLIC RELATIONS, DIGITAL MEDIA AND INFORMATION TECHNOLOGY .....</b>	<b>52</b>
9.1	Local and international media partnerships .....	53
9.2	Social and digital media strategy .....	55
9.3	Information Technology and cyber integrity .....	55
<b>10.</b>	<b>INTERNAL AUDIT, RISK MANAGEMENT AND ACCOUNTABILITY.....</b>	<b>56</b>
<b>11.</b>	<b>HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT .....</b>	<b>56</b>
<b>12.</b>	<b>FINANCE, INCOME AND EXPENDITURE PERFORMANCE .....</b>	<b>59</b>
12.1	Income .....	59
12.2	Other Income .....	62
12.3	Expenditure Summary .....	62

## TABLES

Networks, Partners and Alliances .....	x
Table 1: Categories and gender classification of people we reached in 2018 .....	7
Table 2: Staff strength, gender classification and categories .....	57
Table 3: Income Analysis .....	59
Supporter Marketing and Regular Giving .....	60
Partnership Income .....	61
Table 4: Partnership Income Sources.....	62
Table 5: Natural Cost Analysis (2018) (GBP'000).....	63
Table 6: Statutory Cost Analysis (2018) (GBP'000) .....	64

## CHARTS

Chart 1: Regular Giving Income Distribution .....	60
Chart 2: Expenditure by Natural Cost.....	64
Chart 3: Statutory Cost Ratio .....	65



## ABBREVIATIONS & ACRONYMS

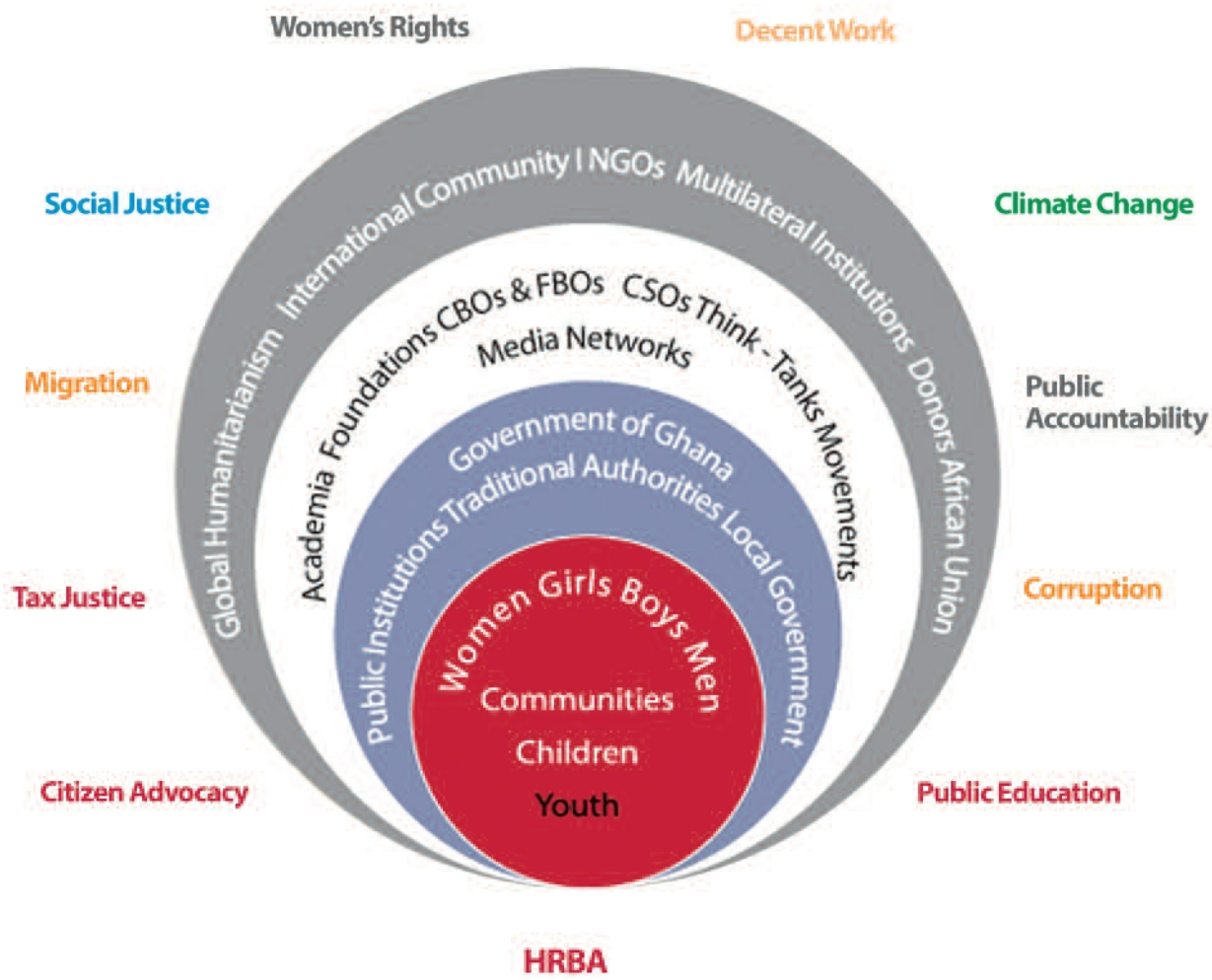
<b>AAG</b>	ActionAid Ghana
<b>AAI</b>	ActionAid International
<b>AAUK</b>	ActionAid UK
<b>ALPS</b>	Accountability, Learning and Planning System
<b>AP</b>	Affiliate Programme
<b>ASUDEV</b>	Action for Sustainable Development
<b>AU</b>	African Union
<b>ACDEG</b>	African Charter on Democracy, Elections and Governance
<b>BBC</b>	British Broadcasting Corporation
<b>CBE</b>	Complementary Basic Education
<b>CHRAJ</b>	Commission on Human Rights and Administrative Justice
<b>CIMG</b>	Chartered Institute of Marketing, Ghana
<b>CHPS</b>	Community-Based Health Planning System
<b>CRSA</b>	Climate Resilient Sustainable Agriculture
<b>CMS</b>	Contract Management System
<b>CSO</b>	Civil Society Organisation
<b>CSP</b>	Country Strategy Paper
<b>CSW</b>	Commission on the Status of Women
<b>DCE</b>	District Chief Executive
<b>DOA</b>	Department of Agriculture
<b>DoSWCD</b>	Department of Social Welfare and Community Development
<b>EC PANAF</b>	Mobilising Civil Society Support for Implementation of the African Governance Architecture
<b>ECDE</b>	Early Childhood Development Education
<b>EU</b>	European Union
<b>GES</b>	Ghana Education Service
<b>GP</b>	Global Platform
<b>GRPS</b>	Gender Responsive Public Services
<b>GYG</b>	Ghana Youth Guide
<b>FBO</b>	Farmer Based Organisation
<b>FEV</b>	Female Extension Volunteers
<b>FGM</b>	Female Genital Mutilation

## ABBREVIATIONS & ACRONYMS

<b>HR</b>	Human Resource
<b>HRBA</b>	Human Rights-Based Approach
<b>KG</b>	Kindergarten
<b>ICT</b>	Information and Communications Technology
<b>IT</b>	Information Technology
<b>KPI</b>	Key performance indicator
<b>LaNMMA</b>	La Nkwantanang Madina Municipal Assembly
<b>MIS</b>	Management Information System
<b>MoFA</b>	Ministry of Food and Agriculture
<b>MoU</b>	Memorandum of Understanding
<b>MPs</b>	Mission Priorities
<b>NBSSI</b>	National Board for Small Scale Industries
<b>NCCE</b>	National Commission for Civic Education
<b>NGGA</b>	Northern Ghana Governance Activity
<b>NGO</b>	Non-Governmental Organisation
<b>NYA</b>	National Youth Authority
<b>PLWD</b>	People Living With Disability
<b>PFJ</b>	Planting for Food and Jobs
<b>PMS</b>	Performance Management System
<b>POWER</b>	Promoting Opportunities for Women’s Empowerment and Rights
<b>PTA</b>	Parent-Teacher Association
<b>SDGs</b>	Sustainable Development Goals
<b>SHS</b>	Senior High School
<b>SLATLA</b>	Sustainable Livelihoods and Transparent Local Authorities
<b>SODIA</b>	Social Development and Improvement Agency
<b>SWFM</b>	Smallholder Women Farmers’ Movement
<b>ToC</b>	Theory of Change
<b>UCW</b>	Unpaid Care Work
<b>UNDP</b>	United Nations Development Programme
<b>WAPS</b>	Women in Agriculture Platforms
<b>WIAD</b>	Women in Agriculture Department
<b>YUWM</b>	Young Urban Women’s Movement



# Networks, Partnerships & Alliances







*Asana Iddrissu, a smallholder woman farmer in the Brong-Ahafo Region*



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Country Director



**John Nkaw**  
Head, Programmes, Campaigns and  
Innovation



**Prince Osei-Agyekum**  
Head, Fundraising



**Cindy Amponsah-Yeboah**  
Ag. Head, Human Resource and  
Organisational Effectiveness



**Francis Atta-Doku**  
Head, Finance

## FOREWORD

Dear Friends,

Too soon, 2018 has come to an end and in line with the tenets of our corporate governance, we must account to you, our stakeholders on the commitments we signed up onto, for the year in question. We, collectively, including the General Assembly, Board, staff, partners and our primary stakeholders –people living in poverty– developed a new Country Strategy Paper titled ‘People’s Power for Social Justice’ in compliance and alignment with the new Global Strategy ‘Action for Global Justice’. Our new strategy, which is the sixth, covers a five-year period (2018-2022). This report subsequently catalogues the progress made in 2018, the first year of the implementation of the strategy.



It is indeed remarkable and heartwarming to highlight, without a shred of contradiction, the strenuous effort made by staff, partners and our primary stakeholders in the design and full implementation of a change management plan for the entire change process and religiously changing gears to implement the new mission and organisational priorities to set the Affiliate Programme (AP) on the path of eradicating poverty, gender inequality and injustice in Ghana and globally.

We used 2018 to lay a solid foundation for the building, nurturing and strengthening of people’s organisations and social movements such as Activista, Young Urban Women’s Movement (YUWM) and Smallholder Women Farmers’ Movement (SWFM) in Upper East, Northern, Volta and Greater Accra regions. We also strengthened our advocacy and campaigns at the national level on progressive taxation for education financing, women’s unpaid labour and decent work, violence against women and girls and launched a process towards advocating for a national agroecology policy for Ghana.

We also made significant progress in developing concept notes and project proposals to raise funds from both institutional and High Value donors such as the European Union on the CSO-RISE Calls for proposals, UK Post Code Lotteries, Barrowman and the Medicor Foundations to resource our mission priorities. The efforts helped to address the funding gap created as a result of the withdrawal of Brazil sponsors and the derestriction of Next Steps (NS) in 2018.

In conclusion, 2018 was a great year as articulated in this report. It was a year that we strengthened our human resource capacity in terms of numbers, skills and expertise to enhance their ability to deliver on the new CSP. We did also win the Not-for-Profit category of the Chartered Institute of Marketing Ghana (CIMG) award for the fourth consecutive time.

I, therefore, take this opportunity to urge you to read the report to acquaint yourself with progress we have made to achieve our mandate for the year, to enable you take sides with us in our quest for social justice for all, especially for women and girls!

Warm regards,

A handwritten signature in black ink, appearing to read 'Sumaila Abdul-Rahman'.

Sumaila Abdul-Rahman  
Country Director



## 1.0 INTRODUCTION

Since 1990 when ActionAid began operations in Ghana, we have worked with our communities, partners, people's organisations, social movements and activists, to empower people living in poverty and exclusion. We focus on women and the youth, building their capacities to claim their basic human rights and access development opportunities. Using our Human Rights-Based Approach (HRBA), we have implemented various interventions under our thematic and programme areas in education, women's rights, food security and governance, to raise the development consciousness of people living in deprived and marginalised communities. We have also intensified our work with our social movements, activists and people's organisations.

Our HRBA enjoins us to empower our communities and rightsholders to assess and analyse their obligations, inequalities and vulnerabilities, building their power within to develop their full potentials, to enable them enjoy their right to a life of dignity. The programming areas to our HRBA are empowerment, solidarity and campaigning, all of which work together to promote people's basic needs as basic rights. Over the years, we have seen tremendous progress in our programme implementation and campaign work, enabling us to reach more disadvantaged communities in our programme areas and beyond through social activism and active citizen participation.

Globally, the development landscape is increasingly becoming unpredictable and competitive, challenging social justice organisations like ours to devise effective ways to address the structural causes of poverty, inequalities, and underdevelopment. In 2018, the ActionAid federation developed a new global strategy, *'Action for Global Justice'* which replaced the previous strategy, *'People's Action to End Poverty'*. In Ghana, we began the implementation of a new Country Strategy Paper (CSP VI) under the name, *'People's Power for Social Justice'*.

The implementation of CSP V started in 2015 and ended in 2018 to coincide with the development of a new strategy for the next five years (2018-2022). In CSP VI, we propose to work towards four (4) Mission Priorities (MPs) and five (5) Strategic Enablers (SEs), which are listed below:

### Mission Priorities (MPs)

- MP1** *Strengthen resilient livelihoods and contribute to secure climate justice*
- MP2** *Address the root causes of violence against women and girls, reduce Unpaid Care Work and promote decent work*
- MP3** *Promote the rights of all citizens to equitable access to good quality, child-friendly public education that builds their confidence and self-esteem to demand transparency and accountability from duty bearers*
- MP4** *Improve citizen's participation, public accountability, effective mobilisation and fair redistribution of public resources towards gender responsive public services*

### Strategic Enablers (SEs)

- SE1** *Build a robust monitoring, evaluation, accountability and learning system that harnesses and communicates the impact of our work and generates credible evidence to advance human rights-based alternatives to achieve social justice*

- SE2** *Promote our brand, diversify and increase our income from sources aligned to our vision and values through a culture of adaptation and innovation*
- SE3** *Strengthen our financial system and technological infrastructure to enhance effective planning, reporting and accountability across the organisation*
- SE4** *Improve motivation and attitudes of staff to enhance performance and strengthen our organisational capacity and that of collaborators at all levels to optimally deliver the CSP*
- SE5** *Improve our governance system, promote mutual accountability and enhance achievement of organisational goals*

In its second year of implementation, there are clear and promising indications that the targets and priority areas covered in CSP VI are realistic and achievable, as our communities, donors and rightholders continue to support our interventions in diverse ways. In this annual report, we are delighted to share with you some of our successes and achievements over the past year.

## **2.0 THEORY OF CHANGE (ToC)**

Our ToC is our understanding of how change happens and our appreciation of the roles of our allies, constituents, partners and rightholders in driving the change we seek in the lives of people living in poverty and exclusion. Our ToC is presented below:

*“We recognise that the pathways to change and development are determined by creative individual and collective actions that address the underlying causes of poverty, gender inequality and unjust power. Change is only sustainable when people living in poverty and their allies are empowered to organise and mobilise around structural causes of poverty, and enabled to resist all forms of injustice and rights violations. This will be supported by gathering relevant evidence to test and propose credible and practical alternatives. To achieve social justice, gender equality and poverty eradication, we will work in solidarity with women, young people, social movements and people’s organisations to shift visible, invisible and hidden power at all levels. We understand that change may be gradual or immediate, depending on the social, traditional or political context. We will be radical in our approach to the change process to meet desired goals. At all times, we will be guided by our Human Rights-Based Approach (HRBA) and feminist principles to promote basic rights, work towards equitable redistribution of power and resources, and build the resilience of people living in poverty and exclusion.”*

## **3.0 EXTERNAL CONTEXT**

In 2018, there were many exciting and challenging moments in international development, fundraising and civil society advocacy for a stronger voice in the determination of policies and programmes that affect the lives of people living in poverty and exclusion. While we saw some positive developments and innovations in addressing some of the manifestations of poverty, gender discrimination and inequalities, there was generally a slow response in international development funding, resulting in little progress in meeting the critical needs of people living in poverty in developing countries, including Ghana.

Challenges posed by climate change, droughts and food insecurity in the Horn of Africa, and other humanitarian problems in Burundi, Ukraine and many other places, continue to affect the lives and livelihood of millions of people. In Indonesia, the death of 800 people following the quake-Tsunami exposed the Asian country as one of the worlds' most disaster-prone nations which lies on the Pacific "Ring of Fire" where many of the world's most terrible earthquakes and volcanic eruptions take place. These and other humanitarian and development crises around the world pose bigger challenges to efforts being made to achieve the 2030 Agenda for Sustainable Development. Less than half of the US\$6trillion in annual financing needed to work towards the Sustainable Development Goals (SDGs) has been realised. Generally, global funding was a challenge in the year.

Following the historic June 2016 referendum in Britain which saw 51.9% voting to leave the European Union (EU) against 48.1% opting to remain in the EU, British politics in 2018 was dominated by the Brexit deal, its implications and whether the UK would be able to negotiate its exit from the EU on terms acceptable to the British people, the EU and other parties. There were also concerns that the deal may affect businesses, individuals and trading relationships. Facing defeat, Prime Minister Theresa May postponed a vote scheduled for December in the British Parliament on her Brexit deal, promising to have further consultations with the EU leaders on the terms of exit. With so much consternation and confusion about Brexit, British politics became a crises battlefield, raising concerns about the nature of the UK's post-Brexit relations with her development allies and the implications of Brexit on the UK's international development and aid programmes.

The politics of climate change heated up in 2018, with some debaters calling it the most important story of the year, arguing that nothing measures up to the rising toll and enormous dangers of climate change. A major scientific report released in the year by the Intergovernmental Panel on Climate Change (IPCC, 2018,) indicated that the planet is warming steadily, with an average global temperature rise of about 1.2 °C above preindustrial levels. This called on the global community to take urgent actions to keep the average global temperature rise below 1.5°C to avert a global climate catastrophe.

The impact of the climate change is seen across the world with increasing frequencies in weather events. Heat waves killed people in Montreal, Tokyo, Karachi and other places while extreme rain left its dangerous aftermath in North Carolina and some parts of India. Wildfire consumed vast lands in America as drought pummeled East Africa. The five warmest years on earth have all occurred since 2010. These developments, according to campaigners, portend great danger for generations. In the face of terrible changes in weather patterns, there were concerns that President Trump's climate policy would make it easier for companies to pollute the atmosphere. In December, the COP24 environmental summit was held in Katowice to discuss key decisions on the implementation of the Paris climate accords.

The current agricultural model which is based on the principles of Green Revolution is identified as one of the major contributors to greenhouse gas emissions. This high input and resource intensive model of agriculture has resulted in the continuous degradation of the forest, water, air and biodiversity, yet has not been sufficient to eradicate hunger in the midst of increased food production. At its second international symposium on agroecology held in Rome in April 2018, the Director-General of FAO, Jose Graziano da Silva, called for the transformation of the global food system to a more sustainable food production and consumption system and proposed agroecology as an alternative worth considering. This is due to its multiple benefits of building the resilience of farmers, boosting local economies, protecting natural resources and promoting adaptation and

mitigation of climate change. These multiple benefits projects agroecology as an important intervention to meet the 2030 Agenda and address environmental challenges.

For women rights defenders and gender equality advocates, the lifting of the ban on driving for women in Saudi Arabia, was a positive development in 2018. This had followed years of intensive campaign by activists and feminists in the country. While the ban was lifted, allowing women in the Kingdom to take to the wheels, those who campaigned for the action faced prosecution, a painful reminder of the effects of patriarchy, gender discrimination and abuse of the rights of women. In Ghana, the campaign for women's empowerment and the inclusion of more women in governance and economic management dominated the work of social justice organisations and women's rights advocates such as ActionAid Ghana (AAG). These campaigns and other interventions have positively impacted the work of AAG and improved our profile.

In the civil society space, some social justice organisations around the world, including ActionAid Pakistan, saw targeted political action that sought to reduce their influence or silence them from promoting human rights activism, citizen advocacy and development campaigns. As part of efforts to shrink the political space and exert control, the government of Pakistan closed down ActionAid's office in the country and the operations of 17 other development aid organisations on 30th November 2018. ActionAid had been working in Pakistan since 2007, supporting more than 1.4 million in a country where a fifth of the population still lives in poverty. The closure of ActionAid Pakistan resulted in the transfer of child sponsorship links to AAG where sponsorship activities continue to benefit school children and women groups in many deprived communities.

#### 4.0 INTERNAL CONTEXT

The new government of President Akufo-Addo embarked on various social, educational and economic programmes towards the fulfilment of political campaign promises. After the implementation of the free Senior High School (SHS) programme, the government introduced the 'Double Track' policy to address the challenges posed by the high numbers of students benefiting from free high school education. The 'Double Track' led to the employment of additional 8,000 teachers. While many Ghanaians praised the policy for promoting *quality, equity* and *access* for school children, there were concerns from some civil society groups and professional bodies regarding the effect of the policy on the quality of education in Ghana. The intervention shows a shift in focus of the government's educational policy to senior secondary schools while AAG's work focuses on improving the quality of basic education.

In the year, the Central Bank undertook aggressive reforms to tighten the regulatory framework by issuing a corporate governance directive to improve the governance practices of the banks. The bank completed its recapitalization exercise by raising the minimum capital of universal banks from GH120million to GH400million. This improved the Bank's supervision quality, enforced prudential regulations, and promoted compliance, which boosted confidence in the banking system. Out of 34 banks at the beginning of 2018, five were consolidated into a single bank, six merged to create three banks, two had their licences revoked while one bank closed down. The measures also resulted in the conversion of one bank into a Savings and Loans entity. Most of AAG's women's smallholder farmer groups have been encouraged and supported to save the incomes from their farming activities in banks and other savings schemes.

In 2018, AAG started the implementation of CSP VI, which emphasised working with social movements, people's organisations and activists, to align with our theory of change and the development direction of the Federation's

global strategy. In pursuit of our vision of achieving social justice, gender equality and poverty eradication, we extended our working partnerships to activists and movements at the local community and national levels. In our programme areas, smallholder women farmers came together to form a mass movement of activists empowered to defend their rights and challenge cultural and traditional acts of violence. Some of the women farmers won awards at the district level after following ActionAid's agroecology farming methods under the Climate Resilient Sustainable Agriculture (CRSA) strategies.

We also strengthened our partnerships with local and international media organisations, which resulted in the production of some groundbreaking documentaries. To advance our human rights-based advocacy work at the alleged witch camps in the Northern Region, we collaborated with the Multimedia Group to produce 'Camps of Bondage', a documentary which received inspiring commentaries from national television and radio audiences.

The publicity projected AAG's women's rights work and other development interventions to the international media, thereby increasing our media impact around the world. We also worked with the British Broadcasting Corporation (BBC) to promote our campaign on Unpaid Care Work, which was broadcast by the BBC.

In Ghana, civil society activism and citizen participation in democratic governance saw the involvement of pressure groups and non-governmental organisations such as AAG in national campaigns for gender equality, democratic accountability and transparency in political governance. They also advocated for greater public awareness about the rights of citizens and the responsibilities of government in protecting and fulfilling people's basic rights. AAG organised national policy dialogues on Unpaid Care Work (UCW), agroecology and women's sexual exploitation in work places, to draw attention to gender discrimination and abuse of women's rights in formal employment and informal work places.

For the fourth time, AAG was voted the Not-for-Profit Organisation of the year by the Chartered Institute of Marketing Ghana (CIMG). The prestigious award projected AAG to its growing community of partners, donors and supporters as a credible and influential social justice organisation whose human rights campaigns continue to impact our communities. In 2019, we hope to intensify our work with all our partners and social movements, and devise more effective strategies to meet the changing needs of people living in poverty and exclusion.

## **5.0 PROGRAMME IMPACT, COMMUNITY DEVELOPMENT AND GOVERNANCE**

As part of our Accountability, Learning and Planning System (ALPS) and project reporting requirements, we monitored and guided the implementation of our programmes and campaigns in our operational areas, assessing our progress, opportunities and challenges in the year. Based on the priorities we set for ourselves in CSP VI, we examined the impact of specific interventions in relation to the focus areas and the expected outcomes. The process was also guided by the development strategies of our regional programmes, our HBRA and other working approaches.

### **5.1 Activity Coverage and Presence**

In the year, we impacted 676,458 direct beneficiaries, compared to 258,307 in 2017, through various local community work, training programmes, campaigns and other development interventions. This was in addition to 12,037 sponsored children in our sponsorship communities. The renewed approach to our work with social movements, youth groups and people's organisations, enabled us to extend the impact of our work to



constituents and communities outside our programme and sponsorship areas. Our movements, particularly the Smallholder Women Farmers, Activista and Young Urban Women, grew in size and influence, attracting new members, networks and partnerships through local and national campaigns. In 2019, we hope to build on the successes and apply key learnings.

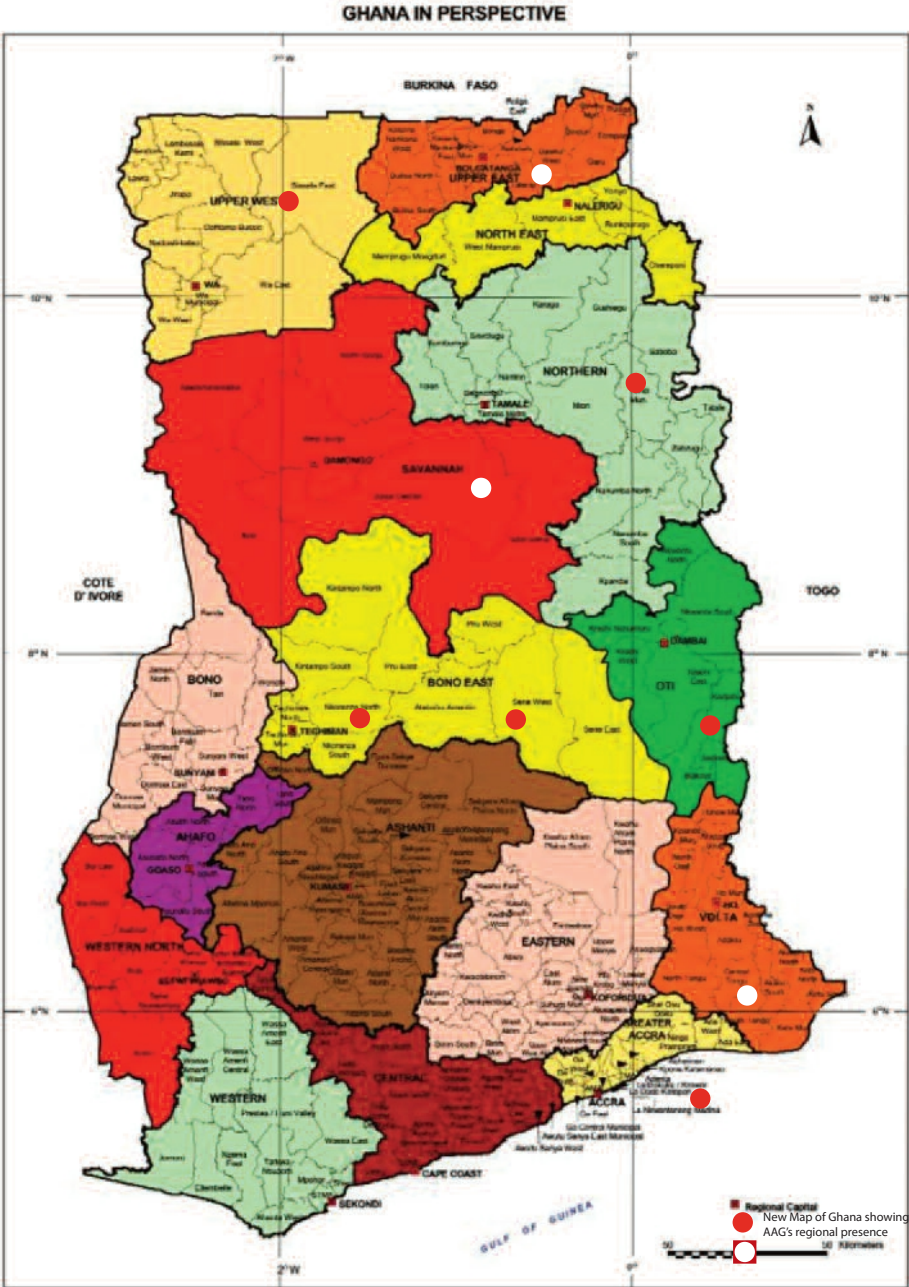
In accordance with specific targets and interventions under each MP, we present below a breakdown of the number, categories and gender classification of the people we impacted in the year towards the achievement of programme and campaign goals.

**Table 1: Categories and gender classification of people we reached in 2018**

Mission Priority (MP)	Adult Male	Adult Female	Youth Male	Youth Female	Boys	Girls	TOTAL
<b>MP1:</b> Strengthen resilient livelihoods and contribute to secure climate justice	56,698	131,358	51,150	42,300	0	0	281,506
<b>MP2:</b> Address the root causes of violence against women and girls, reduce Unpaid Care Work and promote decent work.	15,975	116,616	12,814	75,050	11,257	16,918	248,630
<b>MP3:</b> Promote the rights of all citizens to equitable access to good-quality, child-friendly, public education that builds their confidence and self-esteem to demand transparency and accountability from duty bearers	7,656	9,587	11,958	13,828	14,825	18,166	76,020
<b>MP4:</b> Improve citizen's participation, public accountability, effective mobilisation and fair redistribution of public resources towards gender-responsive public service	11,385	24,316	13,750	18,490	1,160	1,201	70,302
<b>Total</b>	<b>91,714</b>	<b>281,877</b>	<b>89,672</b>	<b>149,668</b>	<b>27,242</b>	<b>36,285</b>	<b>676,458</b>

	<b>without child</b>	<b>with child</b>
<b>Male</b>	181,386	208,628
<b>Female</b>	431,545	467,830
<b>Total</b>	612,931	676,458

New Map of Ghana showing AAG's regional presence ●



Source: Ghana Statistical Service, Geographical Information Systems (GIS) Section

At the time of developing this report, the additional six new regions in Ghana had not been created. The report, therefore, is limited to the 10 old regions









*Nangbong Kazieri with her daughter, a beneficiary of free bicycles supplied by ActionAid to girls in rural communities*

### 5. 1.2 MISSION PRIORITY ONE (MP 1)

Under this priority area, we worked directly with 281,506 women from smallholder women farmer groups, youth in agriculture and other beneficiaries. The interventions were to promote their economic livelihoods and farming activities through the application of agronomic practices, training programmes and campaigns. Below, we share some of the impact stories from our field work.

#### 5.1.3 Women's groups win prizes at district farmer awards

In the year, smallholder women farmers in AAG's programme areas in Brong Ahafo, Upper West and Volta Region benefitted from workshops and trainings on agroecology to enhance their farming practices and increase their productivity. In the Tain, Banda, Asutifi South and North Districts, women groups from rural communities received training on agroecological practices such as mulching, cover cropping and intercropping. In addition, 50 women farmers were trained as female extension volunteers (FEV) on basic extension techniques to assist women farmers to maximise their productivity and increase their incomes through agroecological practices. To provide a practical avenue for learning, we supported the farmers to set up group and demonstration farms where woman farmers deepened their knowledge on agroecology.

As a result of the trainings and the continuous guidance by the FEVS, there was tremendous improvement in the farming activities of the women farmers, qualifying some of the women's groups and individuals to win awards at Farmers' Day celebrations. In December 2018, the Yesu Mo Women's Group at Yawkrakrom in the Asutifi South District, was awarded the Best Farmer-Based Organisation (FBO) for implementing effective agroecological methods. For their prize, the group received a certificate, 29 Wellington boots, 29 cutlasses, and three Knapsack sprayers to support their farming activities.



Yesu Mo Women's Group from Yawkrakrom receiving their award for the Best FBO





Comfort Boatemaa, Best Woman farmer, Asutifi North

In addition, Abiba Alidu from Atakrom in the Tain District and Comfort Boatemaa in Asutifi North also won awards for the best farmer living with disability and best woman farmer respectively. For their prizes, they each received a certificate, sewing machine, bicycle, wellington boots, cutlass, wax print, rain coat, and watering cans. The two women were part of the group who benefited from AAG's agroecology trainings and practical field work on the demonstration farms.



Abiba Alidu receiving the award for best farmer living with disability in the Tain District

Rosemond Amofa, 41 years, a facilitator for the Yesu Mo Women's Group, had this to say after receiving the award on behalf of the group:



Rosemond Amofa, facilitator for the Yesu Mo Women's Group

*"I am extremely happy our group has been recognised by the District Assembly. It will motivate us to achieve greater things in the future. Over the years, we had been cultivating maize on two acres of land acquired from the traditional authorities for our group farm. Usually, we harvest two bags of maize from the two acres. In 2018, after the group members had undergone agroecology training organised by Action-Aid where we learnt about farming methods such as mulching, intercropping, and the use of neem extracts to control pests and diseases, our farming has changed forever. I was selected by the group to be trained as an FEV and have since been supporting farmers in the community to practice effective farming methods. We put in practice the farming*

*techniques we had learnt from the training and demonstration field work. After the exposure, we harvested more bags of maize on the same two acres of land during the major season. We planted cowpea during the minor season, which we have harvested and stored in a safe place.*

*In preparations for the 2018 Farmers Day, the Department of Food and Agriculture visited our farm, to select FBOs practising agroecology to participate in the awards. Our group emerged the winner. We are going to use the items we received to expand our farm and increase our yield. The agroecology practices are environmentally friendly, and they reduce the cost of expenditure on the farm. We would not have received the award without the training and support provided by ActionAid. I would also like to seize the opportunity to thank the District Assembly for recognising our efforts in the practice of agroecology."*

#### **5.1.4 Smallholder farmers defeat soil erosion and drought with CRSA**

The effects of climate change on farming has become severe, with its disastrous impact felt mostly by smallholder farmers around the world, who produce more than 85% of food in developing countries.

In many regions in the country, agriculture is the main occupation for majority of the people, providing jobs and livelihood support to rural populations. Smallholder women farmers who contribute substantially to food security are usually the hardest hit when drought and other unfavourable environmental conditions destroy farmlands. This is in addition to other challenges such as limited access to extension services, poor market access and high cost of farm inputs.

To empower smallholder women farmers to defeat the risks posed by droughts and other effects of climate change, AAG and partners in the Upper East Region organised trainings for 1,344 women drawn from 42 smallholder farmer groups in the Talensi and Nabdam Districts. The trainings involved preparatory interventions to be followed before the farming season, including weather forecasting, adaptation measures and other techniques in agroecology.

In addition, eight training sessions were organised for 57 smallholder farmer groups in 43 communities on how to reduce the risk of flood and drought through improved farm management. With support from the Ministry of Food and Agriculture (MoFA), the farmers were trained on stone and earth bunding techniques which enabled them to prevent soil erosion on their farms, resulting in high quality yields. About 65% of the farmers reported a marginal increase in production, harvesting nine to 10 bags from the same piece of land which previously produced seven bags.





Justice Damolg practising stone bunding on his farm

Justice Damolg, a beneficiary of the training on stone and earth bunding, shares his experiences: *"I am a member of the smallholder farmer's group in Sakote, where I live with my three children. I participated in the training programmes on agro-ecology and resilient farming practices by ActionAid in 2018. The training equipped me with practical knowledge about stone and earth bunding, which were quite new to me. After the training, I started gathering my stones for the farming season. It was surprising that soil erosion, which used to be a usual experience every year, became a thing of the past. I also noticed that the soil was stable even after heavy downpour.*

*After following the stone bunding and cover cropping, I was able to harvest 11 bags of maize on my three acres of land, compared to four-five*

*bags in the previous years. My group also harvested nine bags of maize on our three-acre farm; we never got more than five bags before the stone bunding intervention. ActionAid is really working to reduce the plight and struggle of the poor."*

*A woman farmer, Grace Sobey from Damoltindongo, also testified about the benefits of CRSA: "I shared the learnings from the training with my group members on how farming could be productive during the dry season. With the support of our husbands and men in the community, we dug five wells to support our dry season vegetable farming. We applied our skills in CRSA, and used compost, which served as natural fertilizer to improve our vegetable farming. We made a profit of Ghc 300 from the sale of the vegetables and preserved the vegetable seeds for the next planting season. The profit will be saved in the group account to enable us prepare for dry season gardening in the subsequent years. Thanks to ActionAid, we have realised that we can work together to reduce our vulnerabilities and contribute to the development of our community."*

### 5.1.5 More women gain long term access to secure and fertile farmlands

In the Upper West Region, women's limited access to secure and fertile lands has inhibited their successful involvement in large scale agriculture. To enable women own and control farmlands in their communities, AAG has been working with smallholder women farmers in rural communities, developing their leadership and advocacy capacities to empower them to claim their right to land from local authorities and traditional institutions.

Under the Promoting Opportunities for Women's Empowerment and Rights (POWER) initiative, 25 women groups were formed in the region and trained on advocacy, lobbying and campaign management. The women were guided to conduct analysis of women's access and control over fertile land. The training enabled them to demand land from their traditional leaders and landlords, resulting in their acquisition of several acres of lands for their group and individual farming activities.

To extend the opportunity to more women within the municipality, regular meetings were organised for traditional leaders, chiefs and Tindaanas (landowners) to develop more strategies to support women to enjoy long term access to productive lands for farming. Traditional leaders of many communities signed an agreement committing to give women long term access to agricultural land. As a result of these interventions, in 2018, women groups in the Jirapa Municipality were given various acres of land ranging from two to 10 acres for their group's farming activities. The individual members of these groups also received free lands, thereby improving food security and economic activity in their communities. Overall, 85% of women working under the POWER Project had access to secure land. Under POWER, 6,400 women were empowered to claim their rights, improve their economic livelihoods and engage in agroecological practices.

The chief of Kpare, Naa Baligi II, shared the testimony below: *"My Council of Elders and I have given the POWER women group in my community 5-acres of fertile land for life. The group engaged the Tindaana, my elders and I on access to fertile land for their agricultural activities. My council and I were impressed with the confidence of the women and the bold action they undertook. We could not have disappointed them, because of their determination and advocacy power. We decided to give them the vast land for life until they do not want to farm on it anymore. No one can take it from them."*

Underscoring the critical importance of women empowerment, the Chief continued: *"Nowadays, a lot of support interventions are targeted at women. A household or community will not progress if they continue to push women to the background. Proceeds from the women's farms will supplement household incomes and welfare needs. This will increase the recognition of women in family and community decision making. We are grateful to ActionAid for facilitating these dialogues."*



### 5.1.6 Women in Agriculture Platforms (WAPs) champion gender-responsiveness in 'Planting for Food and Jobs' programme

The Women in Agriculture Platforms (WAPs) established under the Northern Ghana Governance Activity (NGGA) and supported by POWER and other interventions, have championed and campaigned for gender-responsive agricultural policies to improve the activities of smallholder women farmers. To influence the poor implementation of gender-responsive agricultural policies and programmes in their communities, the WAPs were determined to take advantage of the government's 'Planting for Food and Jobs (PFJ)' programme and mobilised themselves to demand their rights to effective participation. In 2017, only 11% of the PFJ beneficiaries in the Upper West Region were women. This was due to challenges in access to land, late delivery of information to women, and the exclusion of crops such as groundnuts and cowpea, which are usually considered women-friendly. Women also lacked the financial capacity to pay for subsidized inputs.

When farm input subsidy coupons were re-introduced in 2018, the WAPs engaged their Assemblies and Department of Agriculture to demand an affirmative policy where they would be considered for two instalment payments, instead of the one-time full payments. As a result, over 800 women in Jirapa and 336 women in Nandom were considered to make instalment payments to access inputs under PFJ. In addition, women across all the eight districts also received priority attention in getting the subsidy coupons, and did not have to struggle with the men. In the Sissala East and Sissala West Districts for instance, women groups benefitted greatly from the intervention by the WAPs, because the subsidy coupon rationing was pursued aggressively to curtail smuggling.

Mary-Lily Bacheyie, the WAP Chair-person for Jirapa District, shared the benefits of the WAPs: *"When the government's PFJ intervention was introduced in 2017, only few women participated in the programme. Information from the Jirapa District Department*



Mary-Lily Bacheyie, the WAP Chairperson

*of Agriculture showed that only 186 women as compared to 1,264 men took part. This was because most women did not have secure lands and did not also have the resources to pay for the subsidised inputs, even at the instalment rate.*

*The WAPs collated our group's membership list and wrote formally to the Municipal Chief Executive (MCE) and the Director of Agriculture requesting for soft instalment payment terms for women. We*

*assured them of the group's commitments to repay using the good financial record of the women who took part in the programme in 2017 as evidence. The authorities granted our request and we mobilised part-payments for the inputs. The trainings we received from NGGA and POWER have given us skills to organise ourselves and engage with duty-bearers".*

Before the WAPs, women groups and support structures in the communities were not properly networked and organised. As a result, women lacked a strong and harmonised voice to push for their interests in terms of local and national policies. After the WAPs were set up, 6,669 women from 200 women groups were mobilised in eight districts and municipalities of the Upper West Region, including Nadowli-Kaleo, Jirapa, Nandom, Lawra, Lambussie, Sissala West, Sissala East and Wa East. The district and regional leaderships of the WAPs have been networked to promote effective national campaigns.

The WAPs have been linked to the district Assemblies and the Departments of Agriculture (DoAs) to strengthen their coordinated actions in engaging and influencing gender responsiveness in the implementation of agricultural policies and programmes. The women have also been trained and equipped with knowledge and skills on group organisation, networking, public speaking, and advocacy skills to demand social accountability.

### **5.1.7 MISSION PRIORITY TWO (MP 2)**

As our approach, AAG's work on violence against women and girls seeks to tackle the root and structural causes of gender-based violence, discrimination, cultural taboos and traditional acts of violence. In the year, we impacted 130,630 women, girls and youth groups drawn from our SWFM, YUWM, Activista, Girls' Clubs and other women-led initiatives. We share some of the case studies from our work over the period.

### **5.1.8 Rural women improve economic livelihoods with village savings scheme**

Tikayi Napula, a 36-year old smallholder woman farmer in the Gabujla community in the Nanumba North District, can finally look forward to a more meaningful life for her husband and five children due to the great improvement in her economic activities. As a smallholder farmer with limited income and access to credit facilities, Tikayi, like many women in the Northern Region, lived in difficult economic conditions. In poor and deprived communities, low education, discriminatory social and cultural norms deny women income generating and economic opportunities.

Due to these discriminatory policies and limited opportunities, many women encounter difficulties in finding employment in the public and private formal

sectors. They are mostly engaged in the informal sector where incomes and conditions of work are far less secure and stable. According to the UNDP, women in the region face a higher probability of low human development relative to men, mainly because of limited opportunities for economic advancement.

To promote the interests and economic empowerment of women and girls in the region, AAG worked with local partner, Songtaba, to empower women in rural communities. One of the interventions implemented to assist women was a savings and loans scheme which enabled women to access credit facilities to expand their businesses. AAG, in collaboration with the National Board for Small Scale Industries (NBSSI), sensitised the women's groups on the concept of savings schemes, and trained them to set up and self-manage these schemes. They further provided them with logistics such as lockable cash box, calculator, passbooks, rubber stamps, ink pad, money bags and plastic bowls.

By joining the Binriti Women's Group in Gabulja, Tikayi benefited from the intervention and shares her success story:

"I had never traded before but I had the desire to go into business. I had no idea how to get start-up capital until ActionAid and Songtaba came to my community to educate us about the savings and loans schemes. We were given a savings box, bags and books for records keeping. After contributing to the scheme for three months, I took a loan of GH100 to buy two bags of rice to start some trading and paid an interest of GH10 on the loan within a month. I made a profit of GHC 150.00, part of which was used to pay my kids' school fees. I also bought maize seeds to plant on my one hectare land this year. I have also expanded my business because I sell groundnuts in addition to the rice. I thank ActionAid and Songtaba for making my dream of being a businesswoman a reality."



Napula happily measuring a bowl of groundnut for her customer

### 5.1.9 Nabuli witch camp to be disbanded as 26 accused women go home

Twenty-Six (26) out of 36 alleged witches who have lived in the Nabuli witch camp after being banished from their homes have been reintegrated with their families following consistent advocacy work and community consultations by AAG, partners and the Reintegration Committee. The women, all below the age of 50, had lived in squalid and dehumanizing conditions in the camp with no family support. After the successful reintegration, the women now live happily with their families where they enjoy their right to basic services, medical care and family support. They are also enjoying family and community social networks.

There are currently five witch camps in the Northern region where alleged witches and wizards live under the management of camp owners and chiefs. The camps are Kuku, Gambaga, Kpatinga Gnani and Nabuli. The sixth camp, Bonyasi, was closed down in 2014 by AAG in partnership with the Ministry of Gender, Children and Social Protection. Witchcraft accusations persist despite many interventions. In 2018, the Gambaga and Kpatinga camps received more than 20 women who were accused and banished from their homes. The accusations and slow pace of reintegration are due to the attitudes of communities, low commitment of state agencies and the lack of cooperation from camp owners and priests.

Within the year, AAG collaborated with the Reintegration Committee, families of alleged witches and the Chief of Nabuli to work towards the reintegration of the women. This followed successful interactions between the stakeholders and the families of the accused women. The successful reintegration provided an indication of a possible closure of the Nabuli camp.

Commending the reintegration, the Chief of Nabuli, who doubles as the priest of the camp, said:

*"I observed that women who had not been accused of witchcraft were taking advantage of the existence of the camp and pretending to be alleged witches. I strongly support efforts to reintegrate the women and close down the camp. I urge everybody to prepare to reintegrate their relatives who are currently living in the camp back to their communities. The deplorable conditions under which the women live are not the best because there have been times some of them starved and were unable to access basic health care. Family members of some of the inmates had abandoned their mothers and were hoping that the women would be taken care of either by NGOs or the government. I found this quite irresponsible on the part of those families. I urge all family members of the women in the camp to come for their relatives. I also assure families of women in the camp who are from Nabuli or outside of Nabuli and are willing to settle in my community that they should not hesitate to request for land from me to put up their houses."*



In other communities, the campaign against witchcraft accusations resulted in 63 accused women being saved from community mob action, possible lynching and banishment to witch camps. In the Bunkprugu and Yunyoo Districts where many old women faced this danger, their traditional leaders were instrumental in ensuring the safety and freedom of the accused women.

Naa Nasimong Abuba, Chief of Bunkprugu, remarked:

*“I must express my sincere gratitude to ActionAid and other stakeholders for the wonderful initiative of bringing together chiefs and sub-chiefs in our communities for these important engagements. I am also glad that ActionAid educated me, my sub-chiefs and queen mothers on the fundamental human rights of the accused women and the role of state agencies mandated to promote and protect the rights of people in Ghana. With this awareness, I am motivated to champion efforts against the banishment of women accused of witchcraft. I have saved about 47 accused women from being banished from their homes. I believe this initiative will save many more from this humiliation. My sub-chiefs and queen mothers who were ignorant of relevant human rights laws have now gained some knowledge to safeguard the lives and properties of women accused of witchcraft”.*



Naa Nasimong Abuba (upstage), Chief of Bunkprugu and his elders at his palace

## 5.2.0 FGM eliminated as perpetrators and local women champion its abolition

As part of our interventions to address the structural causes of violence against women and girls, AAG and local partner, Belim Wusa Development Agency (BEWDA) campaigned in Bawku and other districts against the practice and embarked on community sensitisations about the criminality of Female Genital Mutilation (FGM) and its many dangers to the victims. They found that FGM was still practiced in some communities and parents had devised new ways of sending girls across the border to neighbouring Togo or Burkina Faso to avoid prosecution, as the laws of Ghana had criminalised the practice.

The continued campaign by AAG and partners through community sensitisations and radio discussions resulted in coordination between NGOs in Togo and Burkina Faso and our local partner BEWDA, to track perpetrators. The cross-border initiative contributed to strategies adopted by stakeholders to end the practice in the communities. This also resulted in deepening the working relationship between former perpetrators and other stakeholders who worked together to eradicate the menace in the district and neighbouring countries.

AAG and partners also empowered the traditional authorities in the affected communities including queen mothers, chiefs and opinion leaders with the requisite knowledge and resources to end the practice in their communities.

Akulemis Awinzur, a 52-year old former FGM perpetrator from Pusiga, recounts her regrettable experiences:

*"I have come to appreciate as totally erroneous the notion that FGM was meant to discipline and control women to ensure that they stay away from men and remain faithful to their husbands. I have been educated by ActionAid to know that it was completely untrue. I learnt that the girls who had gone through the practice in my community got pregnant and even gave birth before marriage. The sensitisation sessions that I have attended have been an eye opener and I have come to appreciate*



Akulemis Awinzur, an anti FGM campaigner

*that I have really done more harm than good to my community and the country at large by supporting FGM in the past. I would like to apologise to the innocent victims and their communities. I regret the pain and the psychological trauma that I have subjected them to. I will advocate strongly without fear and intimidation to eliminate the practice completely. I thank AAG and BEWDA for this important realisation. I know FGM is unnecessary and inhumane, and should be abolished completely in our society.*

### **5.2.1 Unpaid Care Work campaign makes big impact**

The campaign against Unpaid Care Work (UCW) continues to make good impact on communities and stakeholders at the national and local levels. The domestic tasks women perform at home, such as cooking, washing, sweeping, caring for the elderly etc consume a lot of time and energy. AAG's tracking of time use between men and women reveals a disparity in the consumption of productive hours between them. Additionally, the burden of UCW prevents women from taking advantage of opportunities and productive resources to improve their economic and personal lives. In the Brong Ahafo Region, AAG and local partner, Social Development and Improvement Agency (SODIA) embark on series of campaigns to sensitise rural communities and the public, to recognise the burden of women's UCW, while encouraging men to share in domestic activities.

The campaign also advocated for the establishment of child care centres and other social amenities to reduce the drudgery of UCW. In the Tain and Asutifi Districts, the campaign deployed strategies such as time dairy cards, cooking competitions and sensitisations to educate and provide evidence on the workload between women and men and the roles of traditional leaders and district assemblies. The strategies yielded good results in the communities as men are now taking some responsibilities to reduce women's UCW, which has enabled women in the communities to participate in economic activities and enhance their livelihoods.

In 2018, AAG organised sensitisation workshops for media personnel in the Brong Ahafo Region to extend the impact of the campaign to more communities and stakeholders. Drawn from public and private media organisations in the region, the media personnel were sponsored to undertake a field trip to communities in the Tain District to observe the practical realities of UWC. They also held discussions with community members about AAG's interventions, which included the provision of water harvesting facilities, construction of child care centres and time-saving cooking stoves. The media houses pledged their support to campaign on UCW, using their platform to increase the coverage of the campaign. Many radio and TV stations aired and discussed UCW and produced documentaries in some selected communities in the Tain and Asutifi South Districts to increase awareness. As a result of the media campaigns, more communities and stakeholders have taken interest in UCW and are supporting initiatives for the reduction and redistribution of women's care burden.

In the Upper East Region, the campaign impacted many communities where men testified about their role in reducing women's UCW. Yendorg Yenzie, a promoter of the UCW campaign, shares his experience:



Family portrait: Yendorg Yenzie (middle) with his wife (left) and his blind mother (right) and their children

*"It doesn't feel like work when I help my wife. My name is Yendorg Yenzie, 39 years of age. I am from Nangodi in the Nabdram district of the Upper East region. I live here with my wife and five children, one of whom is disabled, and my mother, who is blind. Before I was introduced to POWER, I was not helping much at home, because my community teased men who played roles traditionally reserved for women. Now, I do it with so much joy in addition to my farming and motorcade business. I learnt about the POWER Project in my community when I attended one of their meetings to listen to what the women were learning. I was motivated to support my wife and the family with house chores after listening to the women narrate the effect of Unpaid Care Work on their wellbeing and economic livelihoods. I have a 6 acre farm where I grow maize, guinea corn, groundnut and beans. I make money from selling produce from the farm to support my children's education, I also sell firewood for additional income. If I don't do all these, my wife and mother will suffer. There is always happiness in*



Yendorg Yenzie giving his daughter a bath

*my family because of the support I render. I plan to work hard to get some capital for my wife to start trading again, so she could be financially resourceful to be able to support the family as she used to do."*



Otutu Michael, helping his wife at home

In the Volta Region, the UCW campaign received the support of communities, women groups and influential stakeholders. In the Adaklu District for instance, community durbars were organised in Aziedukope, Ahunda Boso, Ahunda Kpodzi, Goefe, Helekpe and nearby commu-



nities to sensitise communities and solicit the support of traditional leaders to promote the campaign. In Aziedukope, a farmer testified about the changes he had seen in his community:

*“My name is Otutu Michael, 36 years old from Aziedukope. I have learnt so many lessons from the women’s group in my community, including unpaid care work, but hardly do I put these ideas into practice due to the stigma attached to men performing domestic activities. I can publicly declare today that thinking of what society or people will say when they see me supporting my wife is not my problem anymore. I see some other men in this community supporting their wives and nothing happened to them, as it is alleged you will become psychologically imbalanced. I go to the farm with my wife, bring goods home and process them together as you can see me doing. I am very grateful to ActionAid for the women’s group in my community and to my wife, Fafali, for being part of the group. I believe organising more durbars with other communities will break a lot of superstitions and myths about unpaid care work. Gradually, we will see a lot of men in this community doing a lot to support their wives at home than before.”*

### **5.2.2 MISSION PRIORITY THREE (MP 3)**

To promote the rights of our rightsholders and the citizenry through our campaigns and programme work, we collaborated with educational institutions, local assemblies and school management authorities to promote equitable access to quality public education. We worked directly with and impacted 76,020 beneficiaries through various interventions to build the confidence of school children and other stakeholders. Some of the interventions are shared below.

#### **5.2.3 Girl-friendly schools make strides in academic performance and leadership**

To promote gender-responsive public education and advocate for equitable access to good quality education, AAG has prioritised the education of girls, implementing gender-sensitive interventions to ensure equality and improve performance. While our Girls’ Camps, Girls’ Clubs and other empowerment programmes have improved the confidence of girls, the girl-friendly school initiative seeks to promote a complete and holistic education that facilitates the personal and professional development of girls in school. It also seeks to provide support to stakeholders whose activities impact on the education of girls. It comes with an assessment criteria used to check compliance to benchmarks and quality standards.

In 2018, AAG in collaboration with the Ghana Education Service (GES) in Sissala East and other stakeholders, agreed to promote the girl-friendly school initiative

and follow the assessment framework to evaluate schools every year. At a forum for teachers, Girls' Club patrons, Girls' Club presidents, PTA chairpersons and GES officials, the findings and outcomes of the assessment were shared. In the period, 67 women were given executive positions in PTAs and one woman was elected a PTA chairperson while five girls were elected senior prefects in their respective schools. All the schools that were involved in the assessment had provided sanitary pads as part of first aid in fulfilment of the commitments made during trainings on gender and women's development.

As a result of the empowerment programmes, two schools reported incidence of sexual harassment involving a teacher and a school girl to the GES, which was referred to the Tumu police for prosecution. More than half of the schools assessed made the 50% mark to be considered girl-friendly. The winning schools were provided with certificates and cash awards to enable them to stock their first aid boxes with sanitary pads. They include Tarsaw Kulfuo Basic, Ugantu Basic, Bujan Basic Girls Model Basic and Egala Basic School.

Teachers and pupils from the schools that failed the assessment test took steps to address challenges such as corporal punishment and other disciplinary infractions proscribed by the GES. It was also observed that some of the teachers were using school children for farm work and domestic activities such as fetching water.

To demonstrate our commitment to the development of women and girls and protect their rights, AAG also provided a shelter in WA, the Upper West Regional capital, for victims of gender-based violence. The '*Centre for the Protection and Promotion of Women and Girls' Rights*' will serve as a shelter, counselling and training avenue for women and girls fleeing abuse and address gender-based violence.



Centre for the Protection and Promotion of Women and Girls Rights, Wa

In the Upper East Region, the girl-friendly school initiative led to some important changes in school infrastructure and leadership. Within the year, AAG supported the Yakut community in the Bawku Municipality with a girl-friendly school infrastructure. The facility came with separate toilets for both males and females, dressing rooms for girls and boys, teacher's office, and other facilities necessary to promote the health and convenience of girls in schools.

AAG also facilitated the establishment of school-based girls' clubs in 30 schools to assist in promoting a girl-friendly environment within the school vicinity and provided a gender-based training for all club members, patrons, role models and staff of GES. The girl-friendly schools were given awards such as citations, wall clocks, school bags, books, and uniforms while the girls who returned to school after child marriage and teenage pregnancy were supported.

As a result of these interventions, the GES in the Binduri, Pusiga and Bawku Municipal areas provided our girls' clubs with female teachers, to guide their activities, and also instituted guidance and counselling units in the schools. In addition, boreholes and furniture were provided while schools with limited toilets were given decent washrooms.

A member of the girls' clubs, Fataya Issifu, who received an award on behalf of the Zongo community, had this to say:

*"My name is Fataya Issifu. I am 15 years and in JHS 2. Thanks to ActionAid, I am motivated to stay and complete school successfully. I dropped out of school because I was deceived by a teenage boy to enter into early marriage, but he impregnated another girl while I was staying with him. So, I returned to my parents' house while my education was put on hold. I did not want to go back to school because my friends will laugh at me. ActionAid held series of sensitisation meetings on the importance of girl*



Fataya receiving her award from a GES official

*child education and how they intended to support girls who had dropped out to go back to school. I was encouraged so I approached them immediately after one of their programmes and currently I am back in school.*

*ActionAid supported me with books, uniforms, school bag, pens and footwear to enable me start all over again. Also, the absence of girl-friendly facilities such as washrooms and dressing areas for girls nearly discouraged me from attending school frequently, especially when I was in my menstrual period. I was not able to write three class exercises in the second term of 2018. My absence in class really affected me and resulted in my low performance in the end of year examinations. With the support of ActionAid, GES and the District Assembly, my school now has washrooms separate for both boys and girls. I thank ActionAid for this intervention."*

#### **5.2.4 Schools under trees get relief from AAG's community development work**

To bridge the widening infrastructural and quality gap between urban and rural education in Ghana, various stakeholders have implemented interventions to address problems such as inadequate and dilapidated school buildings, teacher absenteeism, lack of teaching and learning materials.

In many communities in the regions of the north, children study under difficult environmental conditions which endanger their health and affect learning outcomes. These constraints also prevent children from enjoying the free compulsory basic education, as enshrined in Ghana's constitution.

In Sakote in the Upper East Region, inadequate infrastructure and teaching materials, and other necessary conditions exposed children to danger, as they studied under trees where extreme sunshine and rain mostly disrupted teaching and learning activities. The absence of toilets and urinals in the school led to open defecation by the school children, which also exposed them to unhygienic conditions and health problems.

In 2018, AAG implemented a number of interventions to enhance the quality of education at the basic level by providing infrastructure, learning and teaching





Janet playing with some learning and teaching tools

materials and other facilities. The Sakote community benefited from two classroom blocks, teacher's offices, KVIP facilities, washrooms, learning materials and furniture. Boreholes were constructed to serve as a source of drinking water for the school and also address the problem of water shortage. These interventions facilitated effective teaching and learning in the school, thereby enhancing the quality of education at the basic level. As a result, children attend school regularly because they find the environment conducive and lively.

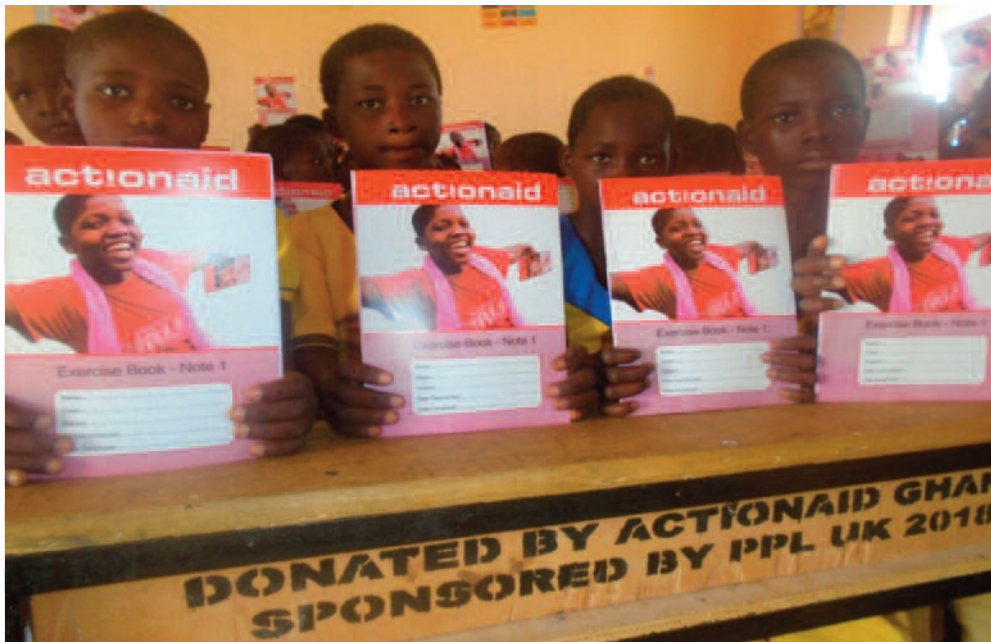
Expressing her appreciation, eight-year old Janet Damolg, KG 2 pupil, said:

*"At first, I didn't like coming to school because of the sun and rain, but now I come to school every day because there is a beautiful classroom for me and my friends. I also get to play with the merry-go-round, the see-saw and many others. Also, when I want to urinate, I have a nice place of convenience to make me feel comfortable. I am very happy to have this beautiful classroom which has all the learning materials I need. Thank you, ActionAid."*

In the Upper West Region, pupils who dropped out of school because of the long distance from their communities to the closest school, are now back to school following the construction of a six-unit classroom block in Kulfuo. Research by AAG's local partner, Action for Sustainable Development (ASUDEV) had found that pupils in Kulfuo regularly missed school or dropped out completely because they walked more than three kilometres to school. As a result of the intervention, which was made possible by the People's Postcode Lottery in the United Kingdom, many boys and girls are now enjoying their right to quality education in a convenient environment which promotes and respects their rights.



Newly completed model girl-friendly school for Kulfuo



Children displaying free books donated by AAG









*Girls in rural communities in the Upper West region given free bicycles by ActionAid to enable them travel long distances to school.*



## 5.2.5 Teenage mothers get a second chance to be in school

As part of AAG's women's rights interventions, there are programmes and campaigns to promote and protect the interests and rights of women and girls, especially those in deprived and marginalised communities. In many patriarchal and traditional societies, socio-cultural, economic and political factors prevent women and girls from fulfilling their right to an empowered life to enable them achieve their full potential. In many rural communities in the Northern Region, girls drop out of school when they become pregnant, thereby delaying or ending their professional and educational aspirations.

In 2018, AAG implemented series of interventions to promote quality public education for all children, especially girls and strengthened school governance structures to make the school environment conducive for learning, especially for girls. As part of existing girl empowerment programmes, AAG supported 250 teenage mothers who had dropped out of school to return to school. The process involved identifying girls in various communities for sensitisation programmes where they were educated on the benefits of education and the support systems available to facilitate their return to school. Some of the girls who benefitted from the meetings were drawn from communities such as Chamba, Sogon No. 2, Gungumpa, Lifaldo and Taali. With the support of the GES, all the girls who participated in the trainings have returned to school to enjoy their right to education and pursue their dreams. Now back to school, Gifty shares her story.



*"My Name is Amoli Gifty. I am 19 years old and a mother of one. I am a form 3 pupil of St. Paul's Junior High School at Widantenga in the Bawku Municipality of the Upper East Region. It is exciting to be back in school after dropping out for three years due to pregnancy. The boy who impregnated me run away from the community and I was ashamed to go back to school until ActionAid introduced the Girls Empowerment and Advocacy Platforms in my school. Other Girls in my community and the teachers motivated me to re-enrol in school. I commit to finish my education and become a midwife."*

*Amoli Gifty (standing) is excited to be back in school*

In the Greater Accra Region, training programmes were organised for Girls' Club patrons, girl child officers and coordinators to sensitise them on the reentry policy of the GES. In commemoration of the Girls' Education Week, AAG collaborated with the Regional Girls' Unit of the

GES to train 80 patrons and girl child officers on the re-entry policy, in order to promote the rights of girls to return to school after pregnancy or delivery.

Patience Afua Mensah, a Girls' Club patron, had this to say after the training: *"I had no idea of this re-entry policy. I have always held the view that allowing pregnant girls back into the classroom will be a bad example for others to emulate. I thank ActionAid and the Girls' Education Unit for organising this training for patrons. I will encourage all pregnant girls to come to school so that they do not miss the lessons their colleagues are enjoying."*



Patience Afua Mensah (right) with some girl child officers and club patrons

## 5.2.6 No more absenteeism as school girls make their own reusable sanitary pads

In many rural communities in Ghana, girls risk missing days in school or pulling out due to poverty, unequal opportunities and lack of gender-responsive affirmative policies. While many of the structural causes may be social or economic, natural and biological conditions such as menstruation prevents girls from going to school. Girls from poor families are unable to afford hygienic sanitary pads and resort to using unhygienic materials such as cloth pieces and leaves from trees during their menstrual cycle. Some of the girls in AAG's programme areas reported that the use of cloth pieces and unapproved materials soiled their dresses when they were on their periods. To avoid embarrassment, most of them stayed away from school. This is against their basic human rights, and therefore an affront to their human dignity.

To prevent school absenteeism and build their confidence, AAG has been working with girls clubs in rural communities where the girls are empowered and taught basic hygiene skills and other gender-responsive practices to prepare them for academic success and leadership. In 2018, AAG collaborated with Days for Girls Ghana, an NGO that specialises in the production of reusable sanitary pads using local materials, to train 30 Girls' club patrons in the production of sanitary pads.

The objective of the training was to equip the patrons with the knowledge and requisite skills for the production of sanitary pads, to enable them provide step down trainings to Girls' Club members in their respective schools.

A beneficiary of the training shared her impressions: *"My name is Cecilia Suuk. I am 32 years old and a trained teacher in Junior High School. I was happy to have acquired good knowledge and skills for the production of re-washable sanitary pads. I was happy because I was in a better position to assist my girls in the club to learn how to make the pads on their own using local materials. This will go a long way to reduce the level of absenteeism from school during their mensural periods. Some parents of some of these girls cannot afford the industrial sanitary pads for their wards and this forces most of*



Cecilia Suuk

*the girls to stay away from school for fear of soiling their dresses whenever they are on their periods. I know my girls will be excited to learn from me on how to produce the re-washable pads. Thank you, ActionAid, for your continued support to make life comfortable for girls in school."*



A member of the girls' club, Sadia Rahaman, 16, (above) also testified about the reusable pad:

*"I have not missed school since I was trained to make my own sanitary pad. I now attend school regularly without missing out. I feel comfortable during my menstrual period since I now have a hygienic and more comfortable sanitary pad to use so I do not skip school again. I am now very happy and will study hard to pass my BECE exams and proceed to the Senior High School. I am so happy because I can make my own sanitary pad which will last for the next three years. Thanks to ActionAid Ghana for making life easy for me."*

#### **5.2.7 MISSION PRIORITY FOUR (MP4)**

Under this area of our work, we implemented various interventions to promote the civic awareness and public accountability of citizens through campaigns, empowerment programmes and community sensitisation. Through these interventions, we impacted 70,302 people, mostly women, in the course of the year. Below, we share some of the impact stories.

#### **5.2.8 More communities increase knowledge about citizenship and accountability**

AAG works with partners to develop the awareness of citizens about their roles and obligations in the development process, and empower them to demand their rights from duty bearers. In 2018, AAG worked with women groups, youth, and people living in poverty and exclusion, to promote their participation in governance, leadership and decision-making processes.



As part of our training programmes and interventions in solidarising with the poor, community level social accountability meetings were organised for selected communities in the Ga South District of the Greater Accra Region, including Nsuobri, Ashweniagmor, Kofi Donkor, Akweiman, Bebianiha, Konkon, Hobor, Mmaampehia, and surrounding communities. The meetings were organised by AAG in collaboration with the Commission on Human Rights and Administrative Justice (CHRAJ), the Department of Social Welfare and Community Development, the National Commission for Civic Education (NCCE), GES and other stakeholders. Community members interacted with the stakeholders regarding their duties and obligations, to enable them make demands from their District Assembly and report on the implementation of activities.



Community members in a meeting on social accountability

It was found that more than 90% of the 608 people who participated in the meetings did not know about the existence or the functions of many of the state institutions. As a result of the accountability meetings, 60% of the participants established critical partnerships with the Assembly to facilitate further interactions towards efforts to deal with challenges confronting their communities.

The chief of Hobor shared his impressions about the accountability meeting:

*"I have been the chief of this community for some time and I must confess ActionAid has really done a lot for us. I am very impressed with the timeliness and usefulness of the social accountability meeting. It gave me an opportunity to meet duty bearers and know their functions. I had never heard of the National Commission for Civic Education (NCCE) and I didn't know anything about its functions, but this meeting has changed my thinking. Having the chance to talk to all these departments from the Assembly*

*has really opened my eyes. We want them to invite us to town hall meetings so that our views will be heard. I will plead with ActionAid to organise periodic accountability meetings for the community because most of the people are ignorant of the functions of the departments in the Assembly.”*

In other communities in the district, leadership meetings were also organised for women to equip them with analytical and strategic thinking skills, to enable them contribute to decision-making in their communities and improve their participation in local governance. The training targeted aspirants, past and current assembly women, committee members and active members of women’s groups who had demonstrated leadership qualities.

Beatrice Agblenyo, an Assembly Woman who had earlier benefitted from previous leadership sessions by AAG, shared her impressions:



Beatrice Agblenyo, assembly women for Dadiema

*“My name is Beatrice Agblenyo. I am a teacher and married with children. I am an Assembly woman in the Dediema Electoral Area located in the Ga West Municipality. I am grateful to ActionAid for organising the leadership training this year. I had resolved not to contest in the local elections this year but the leadership trainings have energised me to put myself forward. Through the trainings, I have learnt how to effectively share my time between assembly meetings and my teaching job. As a result of this leadership training, I believe I have built the necessary qualities to contest again.*

*I was the first woman to hold the Assembly woman position. Some of the achievements during my tenure include serving as a representative for the Electrification Project, enrolling 13 single mothers and school drop-outs in vocational training institutions where they trained as hairdressers, seamstresses and caterers. I used my office to assist 30 men who had hernia to undergo surgeries for free and also registered some poor people under the National Health Insurance Scheme. I was able to achieve this remarkable feat because of the empowerment and leadership training organised by ActionAid. As I am contesting again this year, I am confident that I will be successful so that I can continue to serve my people. Thank you, ActionAid, for the good work you’re doing with women.”*

### **5.2.9 Local women’s advocacy leads to construction of roads in communities**

As part of their civic responsibilities, people living in poverty and exclusion, particularly women, are empowered to contest violations and demand their rights. Participatory and reflection tools are often used to empower communities to critically examine their conditions and identify duty bearers mandated to address their concerns. The trainings have built a critical mass of community influencers made up women’s groups, youth activists and social justice defenders who have been supported to grow organically into a social movement, leading campaigns to achieve social change.

In Oseikrom in the Asutifi South District of the Brong Ahafo Region, the Akuapa and Arise and Shine Women’s Groups campaigned and demanded for their right to a KG block, good road networks and other amenities to improve their living conditions. The group, numbering 64 women, prioritised the two demands after receiving trainings by AAG where they acquired advocacy, campaign, networking and lobbying skills.

In January 2018, the executives of the groups met the Asutifi South District Assembly to discuss the effects of the lack of KG facilities and the poor road network on their lives. They argued that the provision of a safe and decent learning facility for their children will free them time to engage in farming activities and pursue other productive ventures. The poor roads and absence of link roads hampered their market access, thereby increasing their post-harvest losses. As a result of the continuous and sustained engagements, the District Assembly rehabilitated the roads to ease the transportation burden of the women and also began preparations to construct a KG block for the community. Due to the influence of the women in local governance, more women have joined the groups and are growing in size and strength to contribute to the development of their communities.

### **5.3.0 Empowering youth, local artisans and agribusinesses**

Under the ‘Sustainable Livelihoods and Transparent Local Authorities (SLATLA) intervention, AAG worked with the La Nkwantanang-Madina Municipal Assembly (LaNMMA) and the Sunyani West District Assembly (SWDA) to support 1,089 beneficiaries in the two districts to pursue various livelihood options. They received training in grasscutter rearing, mushroom production, poultry feed processing, vegetable farming and artisanal work. Targeting women, women’s groups, youth and People Living with Disability (PLWD), the intervention, which is sponsored by the EU, seeks to promote environmentally sustainable livelihoods and decent work for people in the informal economy. It is also intended to improve transparency, accountability and the revenue mobilisation of district assemblies.

In the year, specialised trainings were organised for women groups and young people in selected communities, which enabled participants to acquire the relevant knowledge and skills to pursue their vocations and occupational interests. Beneficiaries who received trainings under different livelihood options have graduated and started their own businesses.

At Kweiman in the LaNMMA area, Vida Badu, a 27-year old resident, benefitted from the economic empowerment interventions for artisans and shares her excitement after successfully passing out as a plumber.



Vida Badu (1st right) presented with plumbing tools after undergoing training

*"A lot of people who heard that I was training to be a plumber condemned it, including my friends and even some family members. They said it was a man's job and that I should take up sewing or cooking. But my mother was very supportive. My big brother was a plumber and I used to follow him around every time I was on vacation. I helped him by bringing tools or holding bolts and other things in place while he worked. When I heard about the training provided by the National Vocational and Training Institute (NVTI) to empower artisans, I knew immediately that I wanted to specialise in plumbing. I am happy about my decision."*

After receiving his start-up kits for the poultry feed business, Kwaku Addo, 29 years, had this to say:



Kwaku Addo looks into the future with optimism after receiving free poultry start-up kits

*"Initially, I wanted to be part of the ICT training but the Assembly had exceeded the maximum number of trainees. Since I had always wanted to start poultry, I decided to sign up for that training, which was very educative. We were about 50 people who met regularly to learn various modules. During the period, we were taken through broiler and layer chicken farming, and learnt about how to provide a*

*thriving environment for the chicks. We were divided into groups of five or six learners based on our various locations. After the training, the assembly provided us with toolkits to enable us start work. My group leader and all of us are excited about the future. There may be challenges and setbacks, but I know that with all the trainings and the provision of the starter packs, we will overcome all the initial challenges to succeed."*



### 5.3.1 Local advocates of ACDEG show leadership in schools and communities

AAG's campaigns and advocacy work on governance seeks to promote active civic engagement and increase the participation of women and youth in decision making. As part of our commitment to democratic accountability and social development in Africa, AAG contributed to national and international CSO initiatives to ensure that all African Union (AU) members apply the principles of the African Governance Architecture (AGA) to deepen their democratic culture and remain accountable to their citizens. In 2018, we worked with women groups, young people, social movements and the media, to increase awareness of the 'African Charter on Democracy, Elections and Governance (ACDEG).

Under the 'Mobilising Civil Society Support for Implementation of the African Governance Architecture' (EC PANAF) initiative sponsored by the European Commission (EU), we held leadership trainings and capacity development workshops on effective governance in schools, universities and communities in the Brong Ahafo, Upper East, Greater Accra and Volta Regions. The training approaches included durbars, conferences, media discussions, targeted group meetings and community engagements. Working with collaborators such as ActionAid's training hub-the Global Platform, Activista, the YUWM, and other social movements, we reached large numbers of young men and women in academic institutions, CSOs, and community actors with our campaigns on the ACDEG and the AGA in Ghana.

As a result of the trainings on leadership and democratic governance, Vera Fafali Agbenyah, a student of Ho Technical University, contested and won elections as the president of the Student Representative Council (SRC). Fafali, 27, had participated in the sensitisation programmes on the ACDEG where themes such as women's participation in governance, advocacy and campaigns in elections were discussed within the context of the AGA. Fafali's achievement, the first in the university, is rare in other public and private tertiary institutions in Ghana and many parts of Africa.



Vera Fafali Agbenyah, SRC  
President, Ho Technical  
University

Extolling the virtues of the ACDEG training, Fafali, remarked: *"Thank you ActionAid for creating awareness on ACDEG. The student body was educated to support women to contest in elections. I believe they voted for me to become SRC president because I developed the necessary competencies and confidence from the trainings I received from ActionAid. I hope to see more women in other tertiary institutions contest for leadership positions."*



Fafa's campaign poster

In the Kadjebi District of the Volta Region, two women declared their intention to contest in the 2019 Assembly Elections after participating in ACDEG sensitisation sessions where they were exposed to opportunities available to women and their right to demand accountability from duty bearers.



Agnes Awunu is geared up to change the dynamics of local governance

From the Menuso community, Agnes Awunu, a trader, shared her determination to enter into local governance: *"As a young woman, I have great ideas to help other young people to develop their capabilities and civic awareness. Thanks to ActionAid and the European Commission, I feel sufficiently empowered and sensitised about the charter. I intend to mobilise the youth in my community and pass on the knowledge I have acquired on ACDEG to them. Together, we will take action to demand for the implementation of the charter in Ghana."*

In the Winkogo community in the Upper East Region, Mavis Akurugu, 20 years, shared her impressions after participating in the training:



*“I pledge to sensitise more citizens to actively involve more women in governance since women are good managers and leaders, who can be more democratic and accountable. They have what it takes to lead the fight for ACDEG in Ghana. I think the age limit for the presidency should be reduced to 34 years so that the youth can participate effectively in governance.”*

Mavis Akurugu, an excited participant of the training session in Upper East

To extend the impact of ACDEG to other communities and stakeholders, we organised series of special trainings for journalists and other media personnel in the participating regions, to deepen their understanding of the ACDEG and support its implementation by contributing to discussions and featuring more stories on governance and democracy in Africa. The media trainings resulted in many publications in traditional and digital media about ACDEG and AAG’s governance interventions.



Prof Kwame Karikari (third from left) communication consultant and distinguished academic, poses with journalists after a media training on the ACDEG



### 5.3.2 Young Urban Women push for women’s right to water and basic services

The Young Urban Women’s Movement (YUWM), a dynamic group of young women drawn from peri-urban communities in the Northern, Greater Accra and Upper East Regions, have championed the rights of women and girls to decent work and bodily integrity through campaigns and advocacy programmes. Some of their campaigns have focused on the recognition, reduction and redistribution of women’s Unpaid Care Work, public accountability and social justice.

In 2018, the movement took advantage of the observance of the World Water Day to campaign on the principal streets of Amasaman in the Ga West Municipality to demand women’s right to potable water, to reduce their care burden. They also demanded for gender-responsive water stands that catered for the needs of women in the affected communities, particularly Treba, Kutunse, Opah, Kpobikorpe and Kpobiman. They presented a communique to the District Chief Executive of the Ga West Municipal Assembly demanding timelines in meeting the needs of the communities.

As a result of their advocacy, the Planning and Budgeting units of the Assembly met with the movement to discuss ways in capturing the needs of the communities in their Medium-Term Development Plans. After attaining the signatures of 5,000 residents to back their petition, the affected communities are looking forward to the provision of potable water in the near future. The movement also intensified their campaign on Twitter and other social media platforms.



Members of the Young Urban Women’s Movement



## 6.0 CAMPAIGNS, ADVOCACY AND POLICY DIALOGUES

As part of our campaign to address the structural causes of violence against women and girls, reduce UCW and promote decent work, AAG collaborated with the National Youth Authority (NYA) to review the National Youth Policy. We followed AAG's feminist principles to work towards a gender-responsive policy that respects the rights of women and girls, and promote equality. Following continuous engagements, the NYA undertook measures to revise the policy, including organising national dialogues and separate dialogue sessions for young females, women's rights organisations and vulnerable groups, for their inputs and practical insights.

The engagements also sought to identify relevant gender gaps in the policy and align with international protocols, to enable it meet global standards. It was also meant to refine the document to address global demands and development trends, such as the Sustainable Development Goals (SDGs) and the African Union Agenda 2063. The National Youth Policy, which is the overarching national framework for youth empowerment and national development, was developed in 2010, and had not received critical transformative and gender-sensitive reviews until AAG's policy interventions.

We also organised national dialogues on UCW and Agroecology which brought together women groups, civil society organisations, peasant farmers, policy institutions and representatives from national and international agricultural organisations to discuss pertinent policy issues regarding UCW and sustainable farming practices.

### 6.1 International campaigns and partnerships

AAG also participated in the 31st Civil Society Pre-Summit Consultative Meeting in Addis Ababa on gender mainstreaming in the AU and member countries. The Gender is My Agenda Campaign (GIMAC) provided opportunities for grassroots people to influence continental level policy decisions. The meeting was held under the theme "*Corruption and Governance: Impact and Way out for Women, Children and Youths*" at the United Nations Economic Commission for Africa, Addis Ababa, Ethiopia. Contributing to discussions on the theme, "*Corruption and Gender-Responsive Public Service Delivery (GRPS)*" AAG shared findings from its programmes and campaigns to establish the link between GRPS and young urban women's economic empowerment. AAG's participation in the meetings provided strategies to shape the national campaign activities of the YUWM and also influence our advocacy work at the local and national levels.



AAG's delegation to the 31st civil society pre-summit meeting in Addis Ababa  
Margaret Brew-Ward, Women's Rights and Campaigns Manager; Azumi Mesuna (2<sup>nd</sup> right) Project  
Manager, POWER; She-Vera Anzagira (extreme left) Programme Manager, Greater Accra and Volta

In March 2018, AAG also participated in the 62nd Session of the Commission on the Status of Women (CSW) with a representation of women from rural communities under the POWER project, where they established the policy links and interconnections between CRSA, UCW, women's rights and economic empowerment. The forum provided an important international platform for women smallholder farmers from Ghana, Rwanda, and Tanzania, to voice out their experiences. They made demands from policy makers and international women's rights advocates to deliver strong policies to improve the lives of smallholder women farmers.

Mary Lily Bachehie, a smallholder woman farmer from an AAG sponsored community, shared real and practical experiences about how smallholder women farmers in Ghana are challenging gender-based violence, and building resilient lives through the practice of CRSA. The woman farmer also addressed participants at the International Women's Anthropology Conference (IWAC) on the theme, "*Rural Women's Rights: Challenges and Opportunities*" to share the Ghana success story on agroecology. Mary-Lily praised AAG for the opportunity to represent the SWFM at the forum.



A member of ActionAid's Girls' Club in the Upper West Region

## 6.2 Repositioning our Tax justice campaign

AAG also took part in the first global conference on the Platform for Collaboration on Tax at the UN Headquarters in New York, to share our campaign work and research findings on *"Making Taxes Work for Women's Rights."* At a side event organised by AAG and collaborators, we presented a paper on *"Mobilising Resources for Gender Equality: The Role of Tax Policy in Reducing Intersecting Inequalities and Achieving the SDGs."* With panel members drawn from academia and international CSOs, AAG shared the impact of our tax campaign, which resulted in significant reviews by policy and tax administrators in the country.

We intensified our efforts to strengthen our social movements, activist groups and youth movements, to fulfil our CSP VI objective of influencing our development and social justice work through the power of movements and people's organisations. We strengthened our partnership with the YUWM by supporting the review of their constitution at a national conference in Bolgatanga in the Upper East Region where new national leaders were elected. The conference, which brought together representatives from branches in Accra, Tamale and Bolgatanga, provided an opportunity for the movement to review the impact of their local and national campaigns, while assessing their advocacy priorities, peer support mechanisms and national partnerships. Members were also trained on fundraising as part of efforts to improve their financial sustainability.





Milicent, (first from right) and her friends are part of Girls' Clubs and other female empowerment platforms in AAG's sponsorship communities in the Upper West Region

## **7.0 GLOBAL PLATFORM - TRAINING CHANGE AGENTS AND BUILDING NETWORKS FOR YOUTH-LED ACTIVISM**

AAG's youth training hub, the Global Platform (GP), has built a critical movement and network of young people and activists who are influencing change and leading development through targeted campaigns and advocacy initiatives. Using participatory training methodologies, the GP designs practical training modules for young people under themes such as governance, leadership, public accountability, political empowerment, advocacy and campaign management.

In 2018, we expanded our networks and enhanced our capacity development trainings after relocating the central operational base from Tamale to Accra. The move was part of our strategic plan to strengthen our alliances with national development institutions, intensify our activism and develop financially sustainable models. In the year, we promoted our work through strategic collaborations with the EC PANAF, WaterAid Ghana, YUWM, Youth Advocates Ghana, Activista as well as other local and national movements.

We built the awareness and capacities of communities to claim their right to basic resources by designing and delivering targeted advocacy training for the Water, Sanitation and Hygiene for Public Health (WASH4PH) project, using our HRBA and other approaches. In Kabre in the Upper East Region, a successful HRBA training equipped members of an advocacy group with skills to lobby the District Chief Executive (DCE) for the renovation of the Community-Based Health Planning and Services (CHPS) compound. As a result of the trainings, women in the community



were empowered to contest for leadership positions in their advocacy groups while the youth continue to demand accountability from political authorities in the district.

Our training partnerships with the YUWM resulted in some of the young women declaring their interest to contest in local government elections. This followed their participation in our Youth Action for Inclusion (YAFI) programme which aimed to promote female leadership and empowerment at all levels through trainings on modules such as advocacy, leadership and the expanded learning concept. As a result of the trainings, the young women developed skills in local governance and administration, and were empowered to lead the change agenda and challenge socio-cultural limitations in their communities.

In the year, we also worked with the Ghana Youth Guide (GYG), a small organisation working to promote the education of girls in Tamale, to pursue sexual harassment cases that led to the suspension of three teachers from schools in the Sagnarigu and Savelugu Districts of the Northern Region. Through our training programmes with the GYG on women in governance and global change campaigns, student networks formed by the GYG acquired skills in leadership and confidence building, which empowered the female students to report the sexual assaults by their teachers. With support from chiefs, opinion leaders and UNICEF, the girls can look forward to enjoying quality education in a safe and violence-free environment where their rights are promoted and respected.



Global Platform Manager, Geraldine Addo (second from left) in campaign action with youth advocates



Activists advocating for their right to social amenities

## **8.0 FUNDRAISING, CHILD SPONSORSHIP AND INSTITUTIONAL PARTNERSHIPS**

In 2018, we intensified our fundraising interventions, which involved harnessing the capacities of staff across different departments and setting up teams to participate in proposal development workshops. We also entered into partnerships with other organisations to develop our collective technical competencies and made consultations with experts, stakeholders and intended beneficiaries. This ensured that our proposals were responsive to donor requirements and relevant to the changing needs of people living in poverty. These approaches were aimed at strengthening our partnerships with our donors and sponsors, and increasing our chances of securing more financial resources to fund our programmes. We continue to strengthen these approaches while building our internal capacities and external relationships to sustain our success rate.

### **8.1 Regular Giving and Institutional Partnerships**

We pursued strategic partnerships and innovations to improve our individual giving operations (Child Sponsorship) while taking advantage of institutional opportunities. The total sponsorship links, including child and non-child sponsorship links, stood at 12,126 at the beginning of the year, reducing to 12,037 by the end of December, representing a marginal reduction of 0.7%. Links from Brazil and Italy decreased by 14.3% and 3.4% respectively while we saw steady increases in Greece (06%) and UK (7.8%).

The increase in sponsorship links in the UK was mostly due to the transfers made from Pakistan to Ghana, resulting from the closure of ActionAid Pakistan and other international NGOs by the Pakistani government. The huge reduction in Brazilian and Italian links was mainly due to the economic conditions of sponsors, which forced some of them to re-examine their external commitments. In 2019, we will have no child sponsorship links from Brazil by the end of the first quarter, as part of a strategic decision to undertake a mass transfer of all the links to another country. The exercise will affect 10 countries within the Federation.

AAG pursued funding partnerships towards our efforts in sustainable fundraising, resulting in securing £2,426,707 to implement various interventions in respect of our MPs. We strengthened our fundraising links with institutional and major donors by investing in proposal writing to improve our success rate, and received some successful funding options to support our work with people living in poverty and exclusion. We scaled up and implemented the second phase of an on-going multi-country project funded by People's Postcode Lottery in the UK to combat violence against women and girls. In April 2018, we signed an MoU with AAUK to implement a 12-month intervention worth £310,000 in four districts: Tain, Kadjebi, Pusiga and the Sagnarigu Municipality.

We secured £65,000 out of a total project budget of £100,000 towards the implementation of the second phase of a project to transform early childhood education in the Upper East Region. The 12-month project involves the construction of one Early Childhood Development Centre (ECDC), one Kindergarten (KG), and the of training women in livestock rearing as a livelihood support intervention. In October 2018, AAG submitted a €2.79M proposal (with 21% co-financing) to the EU, which aimed to address the social and economic vulnerabilities of the core target groups of the intervention, by building the agency and capacity of women through the adoption of a gendered approach to development. It also purposed to promote the integration of decent work and social protection in programmes in the agricultural sector. The application was selected for funding and the four-year programme will begin in 2019.

We also secured a major donor in the UK to assist in closing the funding gap with £103,257 to ensure the continuous implementation of the SLATLA intervention. The project, which has won some EU awards, continues to deliver rewarding benefits to artisans, farmers, agribusinesses and PLWDs in the implementing communities in La Nkwantanang-Madina Municipality in the Greater Accra and Sunyani West District in the Brong Ahafo Region.



### **8.1.2 Innovations for fundraising**

While our fundraising efforts led to many successes, ensuring the continuous implementation of our interventions, some of our proposals for funding were not successful or were yet to be considered by donors. These include a multi-country project worth €1.3M submitted to the EU, which aimed to support and strengthen civil society to play greater roles in preventing electoral violence, and a funding opportunity worth CHF 222,430 by VALUE Works based in Switzerland, meant to empower and equip women entrepreneurs in the agricultural value chain to improve their economic conditions.

AAG also worked towards a funding initiative which aims to equip 500 young people with skills and start-up tools to undertake livelihood activities and influence government decisions about their future aspirations. The 3-year intervention, which is worth £450,000, is scheduled to be implemented in Brong Ahafo, Upper East and Northern Regions.

We adopted the Contract Management System (CMS) developed by the Global Secretariat to ensure the efficient management and monitoring of all contracts with donor organisations and major individual donors across all countries. The system will record key information on grants and projects, and support effective monitoring and reporting on our project portfolio while facilitating grant compliance and project management. As an early adopter country, we will use the CMS alongside our Management Information System (MIS) to promote efficiency in our contracts and project management. This will also be supported by our project accountability and governance structures, ensuring that we promote innovation in our fundraising interventions.

## **9.0 PUBLIC RELATIONS, DIGITAL MEDIA AND INFORMATION TECHNOLOGY**

In 2018, AAG's communication and media relations were anchored on public engagements, advocacy and social change. We used a creative and diverse mix of communication tools and channels to improve our work with communities, media institutions and decision makers to build our brand and fulfil our theory of change. We connected with people living in poverty, forged alliances with movements and activists, and invested in our partnerships to achieve positive change, especially in the lives of women and girls in deprived communities. In the year, we also increased our visibility and communication on our interventions at the local, regional and national level, as part of our accountability to our internal and external publics. This promoted our work to donors, child sponsors and other

strategic publics while solidifying our partnerships with our social movements and networks at the community and national levels.

Within the year, we collaborated with several local and international media networks to promote campaigns on gender equality, social justice and women empowerment through joint documentaries, television discussions, national dialogues and social media. This helped AAG to improve our partnerships with the media and enabled us to influence the development and human rights discourse, especially on matters that affect the rights of women and girls in Ghana.

### **9.1 Local and international media partnerships**

We worked with one of the major broadcast news networks in Ghana, Joy News, to highlight witchcraft accusations and the human rights violations at the witch camps in the Northern Region. The collaboration led to the production of documentaries which were aired on both national TV and radio. It enabled AAG to project our interventions at the camp by leading discussions on live media shows to strengthen our campaign for the reintegration of alleged witches and disbandment of the witch camps. The documentary series also enabled us to expand our audience and stakeholder universe, resulting in some international news networks expressing interest in our human rights work.

We also collaborated with a journalist from the British Broadcasting Corporation (BBC) to raise awareness about the burden of women's UCW by pitching impactful stories through interviews with our smallholder women farmers. The interviews were aired on the BBC's Business Daily programme under the theme '*How Economists forgot Housework!*

As part of the European Union Week Celebration, AAG competed with 11 civil society organisations for the EU's #ChangingLives Video Competition and won two out of the five award categories for the best self-produced video and the overall award for Best Video Most Appealing to the European Public. Our winning video '*Paul's Story: Changing Lives with Mushroom*' highlighted the impactful changes from the EU-funded SLATLA project. The video, which generated over 4.8k organic views and 500 likes on Facebook, has since been posted on the EU's website, helping to increase our profile and visibility to international publics and the donor community.

Within the year, we partnered with AA Hellas to shoot a campaign video led by renowned Greek international screen writer, actor and director, Christoforos Papakaliatis, in the Upper East, Northern and Greater Accra Regions. The campaign contributed to efforts to promote the many dividends of ActionAid's sponsorship scheme to children and its associated benefits to deprived and marginalised communities. We also worked with AAUK on the '*One Girl's Journey*', a film inspired

by real experiences and key moments in the lives of the women and girls we work with. The initiative provided insight into the support ActionAid provides to women and girls living in the poorest communities in Africa, Asia and Latin America.



Sumaila Abdul-Rahman, Country Director of ActionAid Ghana, receiving the award for the best video most appealing to the European public

As a result of these media partnerships and international collaborations, AAG maintained a visible presence in the news throughout the year, ensuring that our advocacy interventions on women's rights, gender equality, and social justice were highlighted and covered extensively by the media. We provided social media and digital communication training to our partners and youth movements, especially YUWM, Activista Ghana and our SWFM. The trainings enabled them to adopt a number of advocacy tools to promote their campaign and advocacy work.



## **9.2 Social and digital media strategy**

We followed our digital communication strategy to increase our engagements on all social media platforms, including Facebook, Twitter, Instagram, Google+, YouTube and our official website.

As a result, our followership and engagement on all social media platforms increased, reaching over 10,000 likes on Facebook, 2,000 on Twitter and 1,000 on Instagram, with our website recording views from over 18.4K users and visitors. We also followed a number of hashtags and search engine optimisation tools, which enabled us to comment and analyse news stories and updates related to our work.

To promote a more coherent visibility and brand across all ActionAid countries and provide tighter security for our website, AAG is following a plan with other members of the federation to migrate to a new website platform, which would affect our outlook. As a result, AAG's website address will change from *www.actionaid.org/ghana* to *ghana.actionaid.org*.

## **9.3 Information Technology and cyber integrity**

Our investments in Information Technology (IT) delivered a strategic advantage to our work by fostering creative and innovative use of technology towards our mission of working with social movements and activists to achieve social justice. In the year, we promoted effective IT infrastructure, communication and data management, by providing a secure, highly reliable technology infrastructure for all our communication systems. We also promoted high quality, staff-oriented services and digital platforms to meet the ever-changing needs of our constituents, allies and communities.

We migrated our information management and delivery processes to more advanced systems, deploying more robust security features to ensure cyber security awareness and improve our protection functions. These interventions promoted the protection of our confidentiality and integrity while preventing disruption, unauthorised modification or destruction of our systems. As a result, our programme work and campaigns were supported to reduce cost, expand coverage and ensure the achievement of targets.

## **10. INTERNAL AUDIT, RISK MANAGEMENT AND ACCOUNTABILITY**

In the year, we strengthened our internal audit and risk management operations by evaluating our control structures, compliance and governance systems. These measures provided our staff, partners and communities with the confidence and assurance that we were following approved practices to perform our roles and achieve our vision. Risk-based audits and investigations were conducted to provide management and staff with timely reports, risks analysis, commentaries and trend analysis for the effective discharge of their responsibilities. The Internal Audit unit conducted nine out of ten audits planned for the year, representing 92.3% achievement rate.

We focused the internal audit function on donor projects and conducted objective reviews of all projects, to ensure that the internal controls were effective. The process also enabled us to identify and put in place measures to mitigate risks using a risk-based integrated audit approach. All auditable entities, including active projects and programmes, were assessed and ranked in terms of high risks, medium risks and low risks. We also followed AAG's audit policy to conduct audits every year for donor funded projects and two times a year for programmes. This was in addition to other robust audit and accountability measures such as submitting bi-annual reports to the ActionAid Federation twice every year.

## **11. HUMAN RESOURCE AND ORGANISATIONAL DEVELOPMENT**

We started the year with 60 staff (24 females and 36 males) and ended with 53 (22 females and 31 males) to implement our community and national programme interventions. In pursuit of our strategic objective of improving the motivation and attitudes of staff, enhancing performance and strengthening our organisational capacity, we invested in human resource training and capacity development interventions, to promote optimum delivery by our staff and partners.

The composition of our staff strength and categories is shown in Table 2 below.

**Table 2: Staff strength, gender classification and categories**

Categories and numbers												
Quarter	General staff			Senior level			Middle level			Junior level		
	Total	Female	Male	Total	Female	Male	Total	Female	Male	Total	Female	Male
1	<b>60</b>	24	36	<b>16</b>	5	11	<b>34</b>	19	15	<b>10</b>	0	10
2	<b>56</b>	25	31	<b>14</b>	6	8	<b>34</b>	18	16	<b>8</b>	0	8
3	<b>56</b>	25	31	<b>14</b>	6	8	<b>34</b>	18	16	<b>8</b>	0	8
4	<b>53</b>	22	31	<b>15</b>	5	10	<b>29</b>	16	13	<b>9</b>	0	9

We worked towards our objective of achieving gender parity in the year, ensuring that more women were appointed into positions while giving opportunities for the professional development of all staff. We improved slightly on the number of females in 2017 by achieving 42% for females and 58% for males. In 2017, the staff strength composed of 41% females and 59% males.

To achieve our objective of preparing young professionals for the world of work, we followed our professional development practice of engaging young persons and interns to acquire quality work experience across all our regional programmes. We worked with 12 national service personnel and interns (67% females and 33% males) who supported the implementation of various interventions in our communities. The engagement of these young professionals enabled us to close some crucial gaps in programme work created by staff exists within the period.

We reviewed our internship policy and Work-Life Balance Charter to attract quality interns to contribute to our work while giving young people practical skills for career development. The objective was also to train interns to understand our working approaches and theory of change whilst motivating them to be ambassadors of ActionAid after the internship period.

To promote our work with the youth and increase our youth-led advocacy, we appointed a training developer and manager for our youth training hub—the Global Platform, Ghana. There were also staff transfers in the year, as part of our

plans to promote effective human resource management and meet the learning and development needs of staff.

We promoted a new organisational structure as part of our priorities in CSP VI, which emphasises programme innovation, knowledge management and capacity development for fundraising. We undertook analysis of various functions within all departments and units, which resulted in the development of new job descriptions for new positions while old job descriptions were revised for all existing positions. This was to ensure that we developed the competencies of staff for the implementation of CSP VI. The strategy also required the renewal of contracts for all staff. A comprehensive change management plan was developed to manage the implementation of the changes occasioned by the CSP.

We also continued the implementation of our Performance Management System (PMS), which required staff to set targets at the beginning of each year, review and update them to guide the achievement of personal targets and organisational goals. The targets were reviewed and appraised at the end of each calendar year and staff were rewarded salary increases based on performance. The process ensured the collation of the learning and development needs of staff while training and capacity development programmes were designed to promote the delivery of roles. The performance-based reward system, which is embedded in the PMS, served as a motivation to staff, ensuring a 100% compliance with the appraisal system.

We facilitated visits by donors, strategic partners and our international allies, to interact with communities in our programme areas. This enabled us to deepen our relationship with external communities, international institutions and donors. Some of the donors included Hewlett from the USA, who visited the YUWM at Kpobiman to monitor and assess the impact of the movement's advocacy and campaign programmes. The movement also hosted the Board Chair, Chief Executive and other directors from AAUK.

As part of our dual role in the federation, AAG participated in ActionAid's Country Review processes to support ActionAid Liberia in the development of their country strategy paper. We also supported ActionAid Burundi's fundraising interventions through our induction programmes.



## 12. FINANCE, INCOME AND EXPENDITURE PERFORMANCE

In 2018, AAG pursued efficient financial management strategies to address challenges in our fundraising efforts, especially sponsorship attrition and withdrawal of sponsorship links, which affected our Regular Giving (RG). In the year, we raised a total income of £3,529k, representing a decrease of 19% compared to 2017. The financial report below examines our expenditure performance, trends and income generation interventions in the year.

### 12.1 Income

Despite the challenging economic conditions in our internal and external environments, we strengthened our partnerships with key donors and partners to raise more partnership income, leveraging our strong fundraising foundation built over the years to improve our income position. As a result, the income trend analysis for the past three years shows that AAG is financially sustainable to work towards our vision of achieving social justice, gender equality and poverty eradication.

Total income, including transfers realised was £3,529k, which is £112k more than the planned income of (£3,256k), representing 8% increase. In comparison to actual income for the same period last year, our income in 2018 decreased.

We deepened our fundraising commitment with key donors during the year and secured new and additional funds, particularly from the European Union. Table 3 below shows income analysis over the period.

**Table 3: Income Analysis**

	Actual £'000	Plan £'000	Forecast £'000	Var £'000	%	£'000	% Change
Child Sponsorship	868	766	868	102	113	938	-7%
Big Step	346	336	346	10	103	347	0%
Next Step	281	272	281	9	103	358	-22%
Amico Paese	5	5	5	0	100	5	0%
Gift and General Funds	5	2	5	3	250	4	25%
Net Transfers	-278	-152	-278	-126	183	-238	17%
Partnership Affiliates	1,424	1281	1,591	143	111	1282	11%
Partnership Local	600	594	594	6	101	1,189	-50%
Other Income	-35	0	-35	-35	0	68	-151%
<b>Total</b>	<b>3,216</b>	<b>3,104</b>	<b>3,377</b>	<b>112</b>	<b>104</b>	<b>3,953</b>	<b>-19%</b>

## Supporter Marketing and Regular Giving

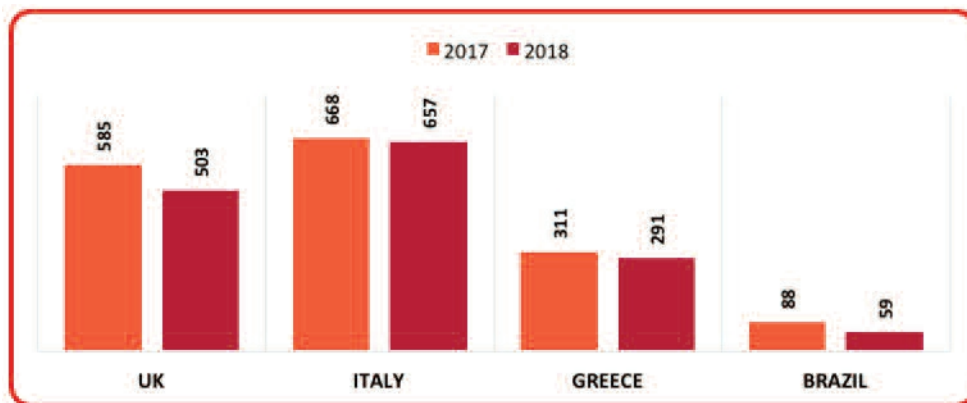


<b>United Kingdom</b>	<b>33%</b>
<b>Italy</b>	<b>44%</b>
<b>Greece</b>	<b>19%</b>
<b>Brazil</b>	<b>4%</b>

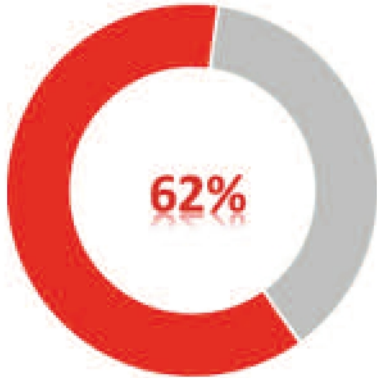
Child sponsorship income accounts for 38% of the country's income mix. The income in 2018 was two percentage points higher than last year's (36%). RG income, which was 8% higher than planned income for the year, showed a year on year decrease of 9%. The decrease was mainly attributed to derestriction of the next step income which continues to impact negatively on our income since its inception two years ago. The withdrawal of Brazil's sponsorship links from Ghana also affected our RG income.

From the Chart 1 below, RG from all Funding Affiliates decreased marginally. However, we continued to invest in fundraising and followed strict financial accountability practices to bridge the gap created by the decline in RG.

**Chart 1: Regular Giving Income Distribution**



## Partnership Income



Partnership income for the period was £2,024k, which represented 62% of total income, compared to £2,471k for the same period last year. This is £149k higher than the planned partnership income for the period.

From the income mix analysis, partnership income decreased by two percentage points compared to 64% in 2017. The decrease in partnership income was due to the completion of some projects.

As part of our priorities in CSP VI, we intensified our efforts to raise more partnership income, which is projected to reach 85% of total income by the end of the strategy period in 2022. To achieve this, we improved the fundraising skills of staff in proposal writing through capacity development, improved donor intelligence gathering, donor contract management while forging strategic partnerships with peer NGOs.

**Table 4: Partnership Income Sources**

Project Name	Donor		AAI £'000	Local £'000	Total £'000
COMPLEMENTARY BASIC EDUCATION	Crown Agents	UE, NR, BA		173	173
TRANSFORMING EARLY CHILD EDUCATION	AAI Transfer	UE	59		59
SUSTAINABLE LIVELIHOODS AND TRANSPARENT LOCAL AUTHORITIES	EC	BA, VR		147	147
PROMOTING WOMEN'S EMPOWERMENT AND RIGHTS	Netherlands	UE, UW, NR, VR	812		812
COOKES AND HILLS	AAI Transfer	GA	18		18
NORTHERN GHANA GOVERNANCE ACTIVITY	CONSORTIUM	UW		171	171
GLOBAL PLATFORM	AA Denmark	NR	100	100	
AFRICA GOVERNANCE ARCHITECTURE	EC		96		96
COMBATING VIOLENCE AGAINST WOMEN AND GIRLS	AAUK	UE, UW, NR	310		310
YOUNG URBAN WOMEN	AAI Transfer	GA, BA	35		35
OTHER AAI TRANSFERS	AAI Transfer	VARIOUS	103		103
<b>Total</b>			<b>1,433</b>	<b>591</b>	<b>2,024</b>

### 12.2 Other Income

Other income comprised staff fundraising, exchange gains and fees from the Global Platform. Income raised from the staff fundraising scheme and our local community sponsorship (LOCOMS) was £2k. We, however, recorded exchange losses of £46k during the period.

### 12.3 Expenditure Summary

The total expenditure for the period amounted to (£3,330k) which was 3% and 1% lower compared to planned and prior year expenditure of £3,450 and £3,348 respectively. The marginal decrease in expenditure can be attributed to activities rolled over to the following year. Table 5 below analyses expenditure utilisation and associated variances by natural cost in the period under review.



**Table 5 - Natural Cost Analysis (2018) (GBP'000)**

	Actual	Forecast	Plan	Var	Util %	Prop	2017	% Change
Grants and Comm'ty Inputs	2,316	2,325	2,229	(87)	104%	70%	2,094	11%
Staff Cost	603	615	785	182	77%	18%	770	-22%
Travel and Transport	137	157	135	(2)	101%	4%	158	-13%
Office and Service	244	222	296	52	82%	7%	246	-1%
Capital	30	30	5	(25)	600%	1%	80	-63%
<b>Total</b>	<b>3,330</b>	<b>3,349</b>	<b>3,450</b>	<b>348</b>	<b>97%</b>	<b>100%</b>	<b>3,348</b>	<b>-1%</b>

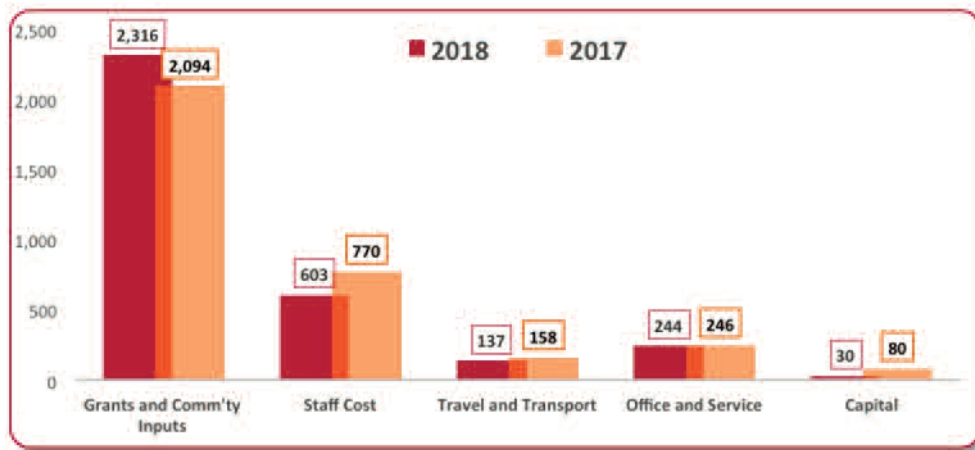


The expenditure on grants and community inputs expenditure (£2,316k) was 70% of the total expenditure. This represents 11% increase in expenditure compared to last year's, as indicated in the table above. The increase was largely because of an increase in programme implementation compared to the previous year where some activities were rolled over to following year.



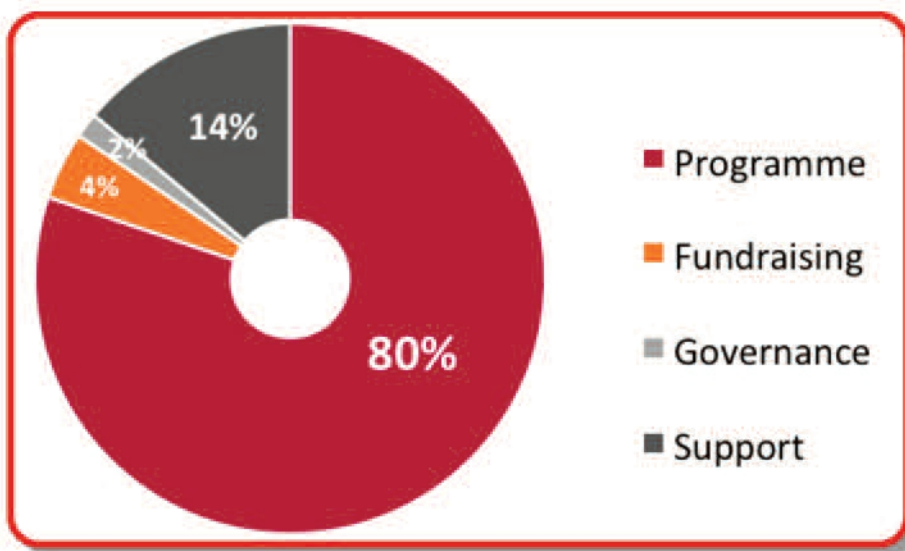
Staff cost expenditure was £603k representing 18% of total expenditure for the period. This was 22% below the previous year's expenditure of £770. Staff cost decreased by £182k compared to planned expenditure. The significant decline in staff cost was because of some vacant positions which were not filled during the period.

**Chart 2: Expenditure by Natural Cost**



**Table 6 Statutory Cost Analysis (2018) (GBP'000)**

	Actual	Forecast	Plan	Var	Util %	Prop	2017	% Change
<b>Programme</b>	2,670	2,643	2,608	(62)	102%	80%	2,560	4%
<b>Fundraising</b>	143	156	165	22	87%	4%	150	-5%
<b>Governance</b>	53	51	72	19	74%	2%	66	-20%
<b>Support</b>	464	499	605	141	77%	14%	572	-19%
<b>Total</b>	<b>3,330</b>	<b>3,349</b>	<b>3,450</b>	<b>244</b>	<b>97%</b>	<b>100%</b>	<b>3,348</b>	<b>-1%</b>



**Chart 3: Statutory cost ratio**

From Chart 3, support cost for the period was 14% of total expenditure. This is 1% point lower than the Global Secretariat’s Key Performance Indicator (KPI) of 15%. We have adopted measures to reduce support cost, including employing efficient cost-cutting strategies and embarking on programme-project integration. We anticipate that support cost will decline further as we secure more partnership funds.

In the year, the programme cost was 80% of total expenditure, which is 15% higher than the Global Secretariat’s (GS) KPI target of 65%. The cost was 30% higher than the 2017 expenditure due to the new projects secured during the year. Fundraising cost, on the other hand, accounted for 4% of total expenditure. However, expenditure was 3% lower compared to 2017.

**12.4 Reserve Analysis**

Reserves held at the beginning of the year was £1,942k. At the end of 2018, the total net asset decreased to £1,828k, £638k of which relates to reserves held for donor projects. The remaining amount of £1,190k was RG reserve. The total reserve held at AAJ was £1,065k.



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