



GHANA VENS KAB



RESULTS REPORT 2016



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1. EVIDENCE OF CHANGE

As GV will enter into a new funding modality under CISU and the Framework Agreements have been terminated by 31st December 2017 this annual report only covers the results achieved in 2016 and not a strategic update.

This results report covers the implementation year 2016, which is the second year of the Empowerment for Life programme's third phase.

1.1 APPROACH TO MEASURING & DOCUMENTING RESULTS

Measuring and documenting results and changes for purposes of learning, quality assurance and accountability is an on-going process, which includes assessing and strengthening systems, methods and tools as well as staff competencies. It is a high priority area and plays a major role in the GV secretariat's work on project and programme development and partner capacity building.

ORGANISATION OF M&E

GV is cooperating closely with the partners on development and application of systems for measuring and documenting results; and monitoring responsibilities are defined at every level of the partnerships and the programme. There is a dedicated Monitoring & Evaluation officer for the programme in Ghana, who is responsible for developing systems, approaches, tools and formats, and for overall organising of monitoring and reporting. An M&E team made up of the thematic advisors on the programme and the organisational development and capacity building officer supports the M&E officer. At district level, the district coordinators are responsible for implementing the monitoring system and ensuring that the field officers apply the provided tools and methods.

This approach ensures that the area of M&E is given the necessary attention and that it is mainstreamed

across the programme. GV provides technical support for the development and implementation of the monitoring system and is overall responsible for quality assurance of an effective monitoring system which makes it possible to assess programme progress and use lessons learnt and evidence produced.

METHODS, TOOLS AND APPROACHES

During the first quarter of 2015 an organisational capacity assessment tool was developed and used to assess the capacity of all the civil society groups the programme works with. The data from this assessment serve as baseline in relation to the organisational capacity development of the target civil society groups. At the end of 2016 the assessment was repeated to assess changes in organisational capacity over the 20-month period since it was first carried out. This exercise showed good results described in section 1.2., and confirmed the value of the tool.

A well-functioning system for monitoring and reporting at output level was implemented during 2015, which was the first year of E4L phase III. The E4L programme office manages this; and outputs are collated quarterly. The quarterly reporting is used to assess whether implementation is on track and to agree on on-going adjustments.

Results at outcome level are compiled and reported for semi-annual and annual reporting. A system for outcome monitoring has been developed and operationalised in 2016. Originally, the logframe had main focus on general strengthening of civil society groups and organisations, but was less concrete on expected change within the focus areas of education, food security & livelihoods, youth and gender. This has been catered for by including thematic indicators. Two approaches are now adopted to monitor outcomes within the thematic areas:

- Key Lines of Enquiry
- Outcome Harvesting

Key lines of enquiry provide information on expected change within the areas of education, food security & livelihoods, youth, governance and gender. Survey formats were developed in the early part of 2016, and data were collected and processed in the second



half of the year from a random sample of the 241 groups the programme works with. This provided a useful basis for the 2016 reporting as captured in the following sections of this report as well as valuable learning on progress and challenges.

The outcome harvesting method is used to identify and capture planned and unplanned outcomes within the change areas of E4L III. Outcomes are mainly observed by district teams, who record them in a predefined format. They are then verified by the technical advisers through triangulation with the target group, district assemblies and other relevant sources. Some of the outcomes are developed into stories, which illustrate the types of change delivered by the programme. The outcome harvesting approach is bringing in a wealth of changes, which underpin and further unfold the findings from the KLOE. A further step is being taken in processing the harvested outcomes into quantifiable data, which provide information on social development trends.

Measuring of progress in partner capacity building and change at the level of policy processes takes point of departure in objective 4 of the programme logframe, which is closely linked to the partner capacity development plans. Progress is assessed regularly during GV partner visits, and in the semi-annual and annual reporting. Responsibility for reporting on this lies with the managers of the partner organisations and the technical advisers from the respective organisations. During 2016 the focus for this reporting was sharpened. It was agreed that the reporting would focus on four central areas:

- Legitimate and transparent institutions with analytical capacity
- Research and documentation, sharing lessons and best practices
- Advocacy through networks, alliances and strategic partnerships
- Raising resources and increased donor diversification

reflecting the respective areas of the logframe and the capacity development plans.

A revised reporting format was developed in 2016 in cooperation between GV and partners to achieve

more outcome focused and analytical semi-annual and annual reporting. It was used for the annual report 2016, and resulted in an improved report while also revealing a need to further develop the analytical capacity to make better use of some of the monitoring processes.

GV continuously develops the organisation's capacity in the area of measuring and documenting results. Towards the end of 2015 GV's two programme coordinators participated in an INTRAC training on advanced M&E. This was followed up with online support in 2016 to further develop the outcome monitoring approaches described above.

1.2 CHANGE AT THE LEVEL OF RIGHTS HOLDERS AND RELATION TO DUTY BEARERS

The overall objective of GV's development programme, Empowerment for Life phase III, is that

Civil society groups and organisation in Ghana's Northern Region actively drive and influence social, economic and political development initiatives and pursue their interests and rights.

The immediate objectives, which will bring this about, focus on the following elements of civil society strengthening:

1. **Organisational capacity** to mobilise communities to address community issues and rights
2. **Technical capacity** to drive social and economic development processes
3. Gaining **access to and influencing democratic processes and advancing interests and rights** through advocacy, dialogue and networking

The capacity elements reflected in the immediate objectives are inspired by the change triangle and are closely linked. During the first two years of E4L III, there has been quite some focus on objective 1, as organisational capacity is seen as an enabling



factor for civil society groups effectively using the capacities reflected in objectives 2 and 3. Activities relating to the two latter objectives have still played an important role based on the recognition that they are interlinked and feed into each other. Results are seen in relation to all three objectives, typically in the form of an incremental change. In this section change will be reported in relation to the three immediate objectives, and related to the thematic areas of the E4L programme. Geographically the focus is on change in the programme districts, as opposed to section 1.3 which deals with change at regional, national and international level.

IMMEDIATE OBJECTIVE 1

Civil society groups and organisations have organisational capacity to mobilise communities to address community issues and rights.

A tool for capacity assessment of community-based organisations (CBOs) and other district level civil society groups was developed at the beginning of the phase; and all the 300 groups the program worked with were assessed in connection with the programme start-up as a baseline. This includes groups within the thematic areas of education, food security & livelihoods and youth, as well as CBOs concerned with peace and governance. These groups were located in 115 communities across the programme area, consisting of 6 districts in Northern Region. Due to the 26% cut in Danida funding effective from 2016 the programme exited from one district and phased out some groups in another district, reducing the number of targeted groups to 241 in 5 districts.

During 2015 and 2016 a program of organisational capacity building was carried out to strengthen the functionality of the groups, and in December 2016 the capacity of the groups was again assessed using the same tool as for the baseline. In the baseline 49% of the groups were categorised as having weak

capacity, 47% had basic capacity, 4% moderate and 0% had high capacity. The result of the assessment at the end of 2016 showed 0.4% with weak capacity, 20% basic capacity, 73.4 moderate and 6.2% high capacity¹. A graphic presentation of the developments is shown in fig. 1. This is seen as a very positive change and an indication that the methodology is working. At the same time, the programme is aware that it is necessary to consolidate this progress in organisational capacity to ensure sustainability. The work with the groups will gradually evolve from formal training to mentoring and coaching. For the groups that have reached sovereignty, the programme will explore ways of cooperating where they support other CBOs.

Some specific results for 2016 in terms of **organisational functionality and agency**:

- At year-end 2016, 94% of the targeted groups were able to articulate their purpose, methods of organisation and internal functioning, and displayed a shared understanding of their organizational identity, vision, mission and values. This represents a 44% increase from 2015. A large proportion of the groups have strengthened their capacity in terms of leadership and group dynamics and are increasingly operating according to good governance principles, such as participation, transparency and accountability. This is expected to strengthen their legitimacy vis a vis the respective duty bearers.
- 92% of the groups have developed gender sensitive constitutions by the end of 2016. Work to strengthen gender awareness was intensified in 2016 through trainings and dialogue sessions. Some of the action points brought up by the groups themselves include encouraging girl child school enrolment, including women in executive positions in the groups, fairer work sharing between men and women, and giving more and better farmland to women. A marked change is seen in the composition of groups with the number of mixed gender groups increasing from 44% to 87% during the implementation period. For example, some youth groups were 100% male dominated when the cooperation began, but 40% of the youth groups had new female members.

¹ The four capacity levels are also referred to as dependency, agency, collective efficacy and sovereignty in line with the CBO development roadmap outlined in GV's Development Strategy 2015-2018

RESULTS ACHIEVED IN BUILDING THE ORGANISATIONAL CAPACITY OF LOCAL CBO'S



Figure 1 illustrates the organisational development of all the targetted CBO's and how they have moved away from dependency and towards sovereignty from the initial organisational capacity in 2015 to where they are at the end of 2016.



BIRGITTE DAHL



WOMEN FARMERS GROUP GETS ACCESS TO FERTILE LANDS FOR THEIR FARMING ACTIVITIES

The Titritob women farmers group in Saboba District now has access to fertile farm lands for their farming activities after men in the community have taken affirmative action to grant women free access to fertile land in the community.

The decision to grant free access to fertile farmlands to women in the community was arrived at after representatives from the Demon Area Council were trained on gender awareness and gender analysis and basic tools. The training created awareness among the participants about the need for gender equality and used gender analysis tools to demonstrate disparities between male ascribed roles and those of females. Previously, the CBOs had benefited from capacity building and strengthening activities which has contributed to this result.



further pursuing and sustaining the gains.

- 97% of the civil society groups have improved capacity in financial management and record keeping (a 60% increase from 2015). With the groups gaining awareness in this area and at the same time developing formal constitutions it has become possible for them to open bank accounts. This is an important factor in strengthening organisational effectiveness of some types of groups; and at the end of 2016 20% of the groups had opened bank accounts. Improved financial management processes strengthen transparency and accountability within the group and increase the incentive to generate organisational resources. This in turn improves the possibilities for longer-term planning and for carrying out organisational activities.
- Building on the above results, 53% of the groups are working with their communities to formulate and undertake concrete activities to address community development issues. These activities typically include engaging with district assemblies, decentralised departments, traditional leaders, and other opinion leaders. The programme has recorded 68 community development issues raised by the CBOs, which have resulted in positive responses by duty bearers and service providers in the form of improved educational facilities and agricultural services, for example.

IMMEDIATE OBJECTIVE 2

Civil society groups and organisations have technical capacity to drive social and economic development processes.

Under objective 2, the civil society groups targeted in E4L III are supported to develop technical capacity within their respective areas of interest to be used both to improve their income and resilience and to strengthen their advocacy engagements with duty bearers. The technical capacity building, which began in 2015, was further strengthened in 2016. Change processes resulting from it were monitored based on the Key Lines of Enquiry and outcome harvesting mentioned in section 1.1. Results recorded at this stage are outlined below under the different thematic areas:

FOOD SECURITY & LIVELIHOODS (FS&L)

During 2016 the number of Farmer Field School sites was increased to 15. Capacity building on good agronomic practices, improved crop varieties, and post-harvest loss management were continued; and new topics such as agribusiness were added. Further, the farmer and women groups were supported to analyse the frame conditions they operate within and the roles and responsibilities of relevant duty bearers in order to advocate for improvements. Results related to the FS&L area are presented below:

Improved food security and increased household income

42% of the groups recorded an increase in their production levels compared to the baseline survey in 2015 and saw the training in good agronomic practices and post-harvest loss management practices as important factors contributing to this. The increases were due to a variety of factors, the main ones being increased harvest output, good quality produce, less time-consuming methods, and reduced post harvest loss.

Farming communities also acquired skills in improved post-harvest loss management, and farmers across all programme districts are beginning to apply a low technology method of solarisation and triple bagging to treat their farm produce. According to feedback collected from the groups in connection



with monitoring in 2016, they are seeing positive results from the new methods, in terms of reduced loss and improved prices. The improved methods are also expected to improve the nutritional value of the produce. Data on income generation show that around 32% of the groups have seen improvements in their income, either due to increased quantity available to sell, improved products or better market access.

A number of women groups were trained in agribusiness development to widen their income sources base. This was especially in soybean processing to produce marketable foodstuffs. Effects on their income will be monitored in coming years.

Organisation of farmers in cooperatives and associations improved their conditions for operating

The organisation of farmers in associations has had a very positive effect on their operational functionality in terms of planning and working together to find solutions to their common problems. The Programme has facilitated the groups to adapt good organizational practices to enhance their internal functioning and set up learning farms at central locations in the communities.

The main issues identified and analysed by the farmer groups were: Difficulty in getting tractors to plough their farms during farming season; inadequate income to cultivate crops or undertake farming activities during the season; lack of fertilizers or inadequate income to buy fertilizers; and inadequate market for their produce/products. Some of the suggested solutions included: farmers' coming together in arranging with tractor operators to plough their farms as it facilitates negotiation with the tractor operators when they can contract for bigger jobs; form or join VSLAs to raise credit/loans to buy fertilizers as well as form or join cooperatives to boost the sale of their produce and products.

Improvements in frame conditions

The groups are engaging the District Assemblies, including Ministry of Food and Agriculture on access to a whole range of inputs and services which are vital to their farming activities such as access to extension services, farm inputs, markets, loan facilities, tractor and water services. Further, they engage

with stakeholders in business. Following the engagements, the groups and their communities are seeing improvements such as: Proper cleaning and drying of produce, loans to purchase fertilizers, increased access to tractor services, use of improved variety of seeds, and provision of potable water.

The groups find that E4L has contributed significantly to this by building capacity, sharing information, linking the groups to stakeholders and supporting the advocacy, which they believe contributed to the change.

79% of the groups explained that women and youth have increased access to productive resources and explained that the reasons are the realisation of groups' potentials, participation in community dialogue, engagement with traditional authorities and E4L facilitated engagements with stakeholders.

Households of the farmers and women groups have increased resilience

The different sources of income available to the groups include farming, trading, animal farming/rearing, craftsmanship, and access to loans through savings and loans groups (VSLAs). The programme works with the groups to create awareness on how they can apply a variety of strategies to reduce the effect of unexpected changes, stresses and shocks for the households. Especially participation in VSLAs means a big change, and more than 40% see this as one of their main resilience strategies.

The Programme Team reports that 100% of VSLAs have skills to manage VSL cycles independently after one cycle. The 33 VSLAs established in 2015 had their 1st share out in 2016 and started their 2nd cycle. In 2016, 30 new VSLAs were facilitated to form. The increase in economic activities and the ability by group members to make independent financial dispositions create a big interest among others in the communities to an extent that new VSLAs are forming and beginning operations without the initial training by E4L staff. In some cases trained and well-functioning VSLAs are supporting the new groups. The district teams are compiling information on the number of new groups formed as a spin-off from the programme. Based on experience from the first year of E4L III, it is important to time



BIRGITTE DAHL



THE WUNNI SONG WOMEN'S GROUP USE VSLA TO IMPROVE THEIR LIVES

The women of the Wunni Song group in Langa, a community in the Savelugu Municipality, were very happy after participating in the VSLA contribution and share-out. They were so excited that their little contributions had accumulated into so much money. The group enrolled into the E4L VSLA intervention and contributed money for about a year, with the intention of raising the needed funds to help them solve their own issues. On the day of the share-out, the women received the amount they saved in addition to profit accruing from interest on loans borrowed to members.

The women gave examples of how the VSLA had benefited them. Musah Abiba had this to say: "If not for this contribution how would I have paid my son's school fees. Thanks to the VSLA concept, I can now pay". **Kadija also explained:** "I have been wondering how I am going to start a business, but this money will help me start my business now". **According to Mohammed Adisa:** "I have been owing for several months and could not repay the amount owed, but thanks to VSLA I can now pay all my debts."

Because of these visible results, there is high demand from other women's groups, and E4L needs to facilitate the process for the acquisition of more VSLA kits to enable other groups to benefit from the package.



the start-up of groups so they can have access to loans for the beginning of the farming season. The Programme also reports that 100 % of VSLAs started in 2015 run second cycle and have increased return of savings. When groups start their 3rd cycle, E4L will work with them to establish links to financial institutions if relevant.

Equity and equal opportunities for men and women is given high priority in the programme, and access for women and youth to income generation and economic empowerment is promoted due to their special vulnerability. The intervention areas of FS&L and VSLA offer opportunities for this; and most of the VSLA groups are youth or women groups. The results recorded in the area of FS&L are found to be very satisfactory. The strategy of using agronomic research findings to complement indigenous knowledge looks viable so far. Further, the close cooperation between the programme and the target groups leading to trust, ownership of solutions and growing ability to take action is also seen as an important factor in the positive results.

EDUCATION

At district level E4L III works with District Education Oversight Committees (DEOCs) and School Management Committees (SMCs), which in principle form part of the official system for education management and governance at district and individual school level, respectively. Further, the programme works with Parent and Teachers Associations, and with former School for Life committees that have continued and broadened their interest in improving education in their community.

The formal groups (DEOCs, SMCs and PTAs) have acquired technical knowledge on school governance, their own roles and responsibilities, and the responsibilities of duty bearers within education. They have also benefited from the organisational capacity building to enable them develop strategies and action plans. Results in relation to education are presented below:

Improvements in schools governance

All 5 DEOCs understand their mandate and are able to carry out their functions. Some of them have become quite effective and are implementing their

action plans, including organising a stakeholders' forum to address issues relating to educational performance. This led to improved practices in preparing students for national exams. Observations from the DEOCs monitoring schools have led to sanctioning of non-performing Circuit Supervisors and teachers in their districts, which they ascribe to the E4L capacity development. In the course of 2016 the capacity of some of the DEOCs improved to an extent that they are expected to continue functioning with only mentoring support from E4L from 2017. Others were challenged by 2016 being election year and leading members' political activity standing in the way of the DEOC becoming really operational. Also transfers of District Directors of Education affected the functionality of some DEOCs. They will therefore need further capacity building and support in 2017. The E4L district teams liaise closely with the deputy directors in order to facilitate smooth transition.

According to the 2016 KLOE analysis, 90% of the SMCs and 95% of the PTAs understand their mandate and have become more involved in school governance. According to available data, 22% monitor teacher attendance and shortage, and engage school and district authorities to improve this.

Approx. 80% of SMCs are involved in monitoring and promoting effective implementation of interventions in their schools, e.g. Capitation Grant, Ghana Partnership for Education Grant, and School Feeding Programme. In 2016 14% of targeted SMCs participated in institutional meeting to improve and appraise school performance. This is not a very high number but not all schools in the programme districts have the capacity to conduct these meetings, and this is an area E4L will seek to address in the coming years.

There is still a need to work with the PTAs and SMCs to help them clearly distinguish their roles and responsibilities so they stand out as separate entities with different mandates. There are examples of very effective cooperation, but also a risk of the PTAs becoming engulfed by the SMCs, which have a composition that includes power holders external to the community.

The organisational capacity building of the SMCs and PTAs has also included analysis of their gender



composition and developing awareness of democratic decision-making and inclusive participation. This has led to a number of these groups reconstituting their composition to include more women.

Parents have become more prepared to let their children enjoy their right to education

One of the educational outcomes the programme aims to achieve is a higher rate of access and completion of primary school, and one of the strategies is to involve communities in achieving it by influencing communities and parents to change the socio-cultural practices, which lead to high drop-out of girls, for example. The gender training and dialogue with the groups showed willingness to address this. An increase in primary school completion rate of 6.2% was recorded in the E4L target communities in 2016. In following years the trend and contributing factors will be monitored.

They are also supported by youth groups who work on teenage pregnancies as a key topic, including repeated radio programmes in the Youth Speak Up project on increased school completion for girls.

At the end of 2016 it was found that 26% of the targeted PTAs monitor pupil attendance and enrolment, and engage parents and community leaders to address issues of out of school children.

The programme also works with a number of former SfL local committees that have continued to pursue educational improvements in their communities after exiting of the SfL functional literacy classes. These groups benefit from the organisational capacity building and are supported by the district teams to implement action plans. Some of the results emanating from this are community sensitisation leading to increased school enrolment, and engagement with district authorities for improved access through establishment of a wing school. It has been found that the development path of this type of group needs to be analysed further in order to provide the most relevant capacity support, and the district teams are contributing their learning to a clearer strategy in this area.

GOVERNANCE

Governance is seen as a cross-cutting theme applied at all levels of the programme, from internal governance of the civil society groups targeted by the programme, as well as governance as it pans out at different levels of the public governance system. Strengthened internal governance forms part of objective 1.

The technical skills developed under objective 2 include knowledge on frame conditions relating to the thematic interest areas of the groups, e.g. in education and food security & livelihoods, to understand their rights and equip them with relevant information for advocacy work. Further, the governance work has a focus on promoting peace and stability with the following key results in 2016:

Peace promotion

Peaceful coexistence is a precondition for development, and the programme aims to contribute to this by strengthening civil society capacity to promote and help to build peace. A variety of initiatives were taken in 2016 in preparation for the presidential and parliamentary elections at the end of the year. This included community durbars in cooperation with peace clubs and Traditional Authorities. Peace clubs and other CBOs working with E4L shared knowledge on peace promotion and conflict prevention to educate community members on the need to promote and maintain peace during the 2016 elections.

At the regional level, the annual CBO Festival organised by GDCA and the Annual Youth Forum organised by YEfL focused on peaceful elections. The theme of the CBO festival was "Strengthening community initiatives, for credible and peaceful 2016 elections: The role of CBOs". It was attended by representatives of CBOs from 17 districts in the Northern Region, including the E4L districts, representatives from a number of NGOs/CSOs and the media. Topics including information about the election process and positive conduct during public events such as rallies and campaigns to prevent electoral violence as well as ways of preventing violent conflict during the 2016 elections. The CBOs issued a communiqué to the media advocating for credible and peaceful 2016 elections.



MICHAEL SØRENSEN



THE LIMO COMMUNITY GETS A SCHOOL THROUGH LOBBYING BY SFL COMMITTEE.

The Limo Community now has a school thanks to the School for Life Local Committee. The school was started on 1st September 2016 and formally inaugurated by the GES and the Kumbungu District Assembly and has 125 pupils and 3 trained teachers.

The urge to get a school arose after having benefited from Sfl functional literacy classes. When these classes ended, children were not attending school because of the distance to the nearest school. Through the E4L Programme, the Sfl committee had their capacity to organize themselves internally and to mobilise their communities for action through advocacy built. The Committee initially mobilized the community to put up a structure to start the school through levies and communal labour. After this, they engaged a volunteer to help them start the school. The Committee also engaged the Ghana Education Service and the District Assembly to provide school infrastructure, post teachers and formally inaugurate the school. Further, they lobbied a locally active NGO, Community Partnership for Youth and Women Development, which contributed with teaching and learning materials. Experience from work with the education committees shows that when a community mobilises and takes initial steps towards starting a school it stands a better chance of positive outcomes from advocating the local authorities to deliver educational services.



At the Annual Youth Forum, YEFL brought together Youth groups and other stakeholders in the Northern Region to enhance partnership between YEFL, the media and other like-minded organizations. Participants at the forum used different mediums to communicate the need for peace before, during and after the 2016 elections. Some used drawings/paintings, songs, poetry and peace messages. At the end of the forum these messages were compiled into a communiqué and broadcast live on national television by Ghana Television, online by Citi Online, Ghana News Agency, and GBC radio among others. The annual Denmark Seminar organised by GDCA had as its theme: "Ghana's electioneering and violence: challenging the status quo". The seminar brought together 120 participants (40% women and 60% men) comprising CBO members, community leaders, youth, members of MMDAs and other state institutions, and GV representatives to discuss and commit themselves towards peaceful elections. A resolution was adopted at the end of the seminar and distributed to appropriate stakeholders.

Transparency and accountability

An important governance element in the cooperation with the targeted CBOs is to build their capacity to demand transparency and accountability from the duty bearers and provide them with tools and skills for this.

At the end of 2016, 42% of the CBOs had been trained in civic education and supported to understand and articulate the concepts of rights holders and duty bearers including the roles and responsibilities in democratic processes, and to know rights related to their area of interest. Twelve CBOs had been trained on budget tracking, and 10 clustered trainings targeted 27 CBO networks and youth centres on community score card methodology. The programme will coach the CBOs to utilize the knowledge gained in representing their communities' interests and rights from the relevant duty bearers. Especially the youth have been quick in picking up the learning and applying it to engage and petition the local authorities for accountability. One example is the Saboba Youth Centre who carried out budget tracking on the effectiveness of Ghana's School Feeding Programme in the district; and were subsequently contracted by the USAID financed RING pro-

gramme to train ten communities on budget tracking processes.

In 2017 and beyond, the Programme will adopt elements from the Ghana Strengthening Accountability Mechanism (GSAM)² Project, which GDCA implements in two districts. This will provide the CBOs with additional possibilities for seeking transparency and accountability from the District Assemblies by tracking capital projects from inception to completion.

YOUTH DEVELOP ENTREPRENEURSHIP CAPACITY

A new model for entrepreneurship was launched in 2016. It was developed in cooperation with researcher Leila Schmidt from VIA University, Horsens, and was based on lessons learnt from a previous model. A manual was developed for facilitation of the model, and through 2016 this has been tested and adjusted. Before the entrepreneurship training the youth were supported to form VSLAs, which could help them have access to start-up capital when they had developed their business ideas. In the latter half of the year 66 youth from three districts were trained. After the actual boot camp training there are various mentoring opportunities in order to support the youth proceed with their plans. This also involves linking them to relevant stakeholders and role models in their chosen line of business. The youth are being monitored closely to assess the effectiveness of the model. The research component included an evaluation in June 2017; and by then approx. 75% of the targeted youth had started a business. Some of the main impediments identified for youth entrepreneurs were lack of start-up capital, a waiting attitude and low level of confidence. These are consciously targeted by facilitating the formation of VSLAs, and in the training approach. It places great emphasis on creative idea generation, using social networks, and youth identifying and developing their means of taking action. The evaluation shows significant shifts in these attitudinal barriers.

²A USAID funded intervention managed by OXFAM-IBIS, Care and ISODEC and implemented in 100 districts through a number of implementing partners.



IMMEDIATE OBJECTIVE 3

Civil society groups and organisations have access to and influence democratic processes and advance their interests and rights through advocacy, dialogue and networking.

At the end of 2016, approx. 40% of the CBOs had been trained and were being facilitated to apply advocacy, community mobilisation skills and related techniques and tools. Around 1/3 of all targeted CBOs were carrying out advocacy work on a wide range of interest areas such as water & sanitation, education infrastructure and teacher performance, functionality of health facilities, poor roads, among other things. The quality of the advocacy work is seen to improve with some CBOs conducting investigations and compiling evidence to support the advocacy. It is, however, an area where there is still need to develop the capacity of many groups to strengthen their skills.

Thirty CBOs have been trained in strategic networking and partnerships and were supported to join other CBOs with similar advocacy issues to have a stronger voice when engaging the authorities. This has so far led to improved water provision in a number of communities. Education groups have also started forming networks that are able to meet the Ghana Education Service Directors representing a larger constituency. More youth groups have joined the district Youth Centres, thus increasing their outreach and ability to act with a common voice. 80% of the youth groups explain that they engage more with local duty bearers than a year ago.

In line with the development strategy, the CBOs are supported to make use of communication and media for their advocacy. In 2016, 20 live radio discussions were organised to serve as a platform for the CBOs to raise their issues and contribute to policy debates. Further, 10 media events covered CBO advocacy activities in the field. Previously the media cooperation has to a large extent been in the form of meetings at the partner headquarters, but it was decided to move a number of events to the field in order to strengthen the messages conveyed. This is also a natural continuation of the capacity building with the CBOs becoming stronger at presenting their issues. The use of media also meant that some

of the issues received national coverage such as poor access to potable water.

During 2016 concrete outcomes resulting from advocacy initiatives have been reported from 25 communities across the districts, including improved teacher provision and water delivery, improved school feeding services, removal of unapproved fees at health clinic, and improved practices for district revenue collection. At the end of 2016, 34% of the CBOs were actively engaged in advocacy at various stages in the engagement process, which is a satisfactory result. The 2016 benchmark for CBOs carrying out advocacy activities was 15%.

Data show that around 20% of the groups are collaborating with Traditional Authorities and Community Leaders to address community issues. This is also a dimension of advocacy work as these institutions are duty bearers in respect of certain aspects of development. The programme is facilitating the groups to address issues with these power holders in constructive ways. Examples of topics are women's access to good farmland and community contributions to various development projects.

YOUTH TACKLING ADVOCACY ISSUES THROUGH RADIO AND SOCIAL MEDIA

The Youth Speak Up project co-funded by the E4L programme aims at supporting youth in Northern Ghana to use media platforms in new and creative ways to address injustices, mobilise young people and advocate for their rights. It is a 2.5 year project and it started in April 2015. In the project 25 youths are trained as community journalists who in collaboration with their youth groups produce weekly youth radio programmes that are aired on 5 radio stations in Northern Ghana.

In 2016 the youth aired more than 200 radio programmes addressing injustices identified by the youth themselves with a wide variety of issues and discussions. The results of the radio programmes and the use of social media also showed in 2016, where many of the issues addressed were tackled by the communities or relevant duty bearers and both changes in practices, bylaws and accountability from duty bearers are evident.



YOUTH ISSUES

The issues addressed on radio vary. These are examples of issues addressed in 2016:

Teenage pregnancy, water and sanitation, drug abuse, forced-marriage and exchange of sisters in marriages, bad road network, accountability of capitation and GPET grant, poor academic performance, rural-urban migration, National Health Insurance (NHIS), bush fire, disaster management, child abuse, discrimination against persons with disability, unemployment, violence against women, youth exclusion from decision making, Fulani herds-men and meningitis.



LISE GRAUENKÆR



Another significant change for the often-excluded youth can be seen in the change in recognition that they experience. Communities, local government and traditional authorities consider them to be relevant change agents and they are included in local decision-making processes. The youth's increased skills and role has also been recognised by major media houses in Ghana and TV3 Network, one of the major television stations in Ghana, selected seven journalists who were trained to report on the 2016 national election. The journalists are also linked directly to 20 media houses where they report news and development issues that are subsequently reported on by the media houses.

1.3 CHANGE AT THE LEVEL OF POLICY PROCESSES

GV works with the local partners to influence policy processes and policy implementation and promote change at national and international levels within selected focus areas. Change processes at these levels are complex and highly reliant on a number of contextual factors, which are therefore monitored closely. Strategies are supported by action plans, which allow for flexibility to cater for changes in the environment and new opportunities for addressing the issues. Interventions and achievements during 2016 are covered below according to thematic areas:

EDUCATION

After intense advocacy led by School for Life (SfL) over some years, Ghana's Ministry of Education signed a CBE (Complementary Basic Education) policy at the end of 2014, which is based on the School for Life functional literacy model developed by GV and SfL. The approval of the CBE policy is seen as an important step towards the right to quality education for marginalised children, who do not otherwise access the formal education system. SfL, as lead organisation in the CBE Alliance³, works hard to ensure that the policy is made known to all relevant stakeholders and to the wider public so that government feels obliged to implement it, and to advocate for allocation of funds in the education budget for its implementation. An official launch and broader dissemination of the policy are seen as important milestones in this, and the CBE alliance engaged the ministerial CBE Steering Committee for that to take place in 2016 as a strategically important move before the parliamentary elections at year-end. The Steering Committee found that the policy had to be updated with current data before the launch. Unfortunately, this delayed the process so it was not possible to do it in 2016, but the CBE Alliance is engaging the ministry for the review to be completed without further delay.

³SfL was one of the founders of the CBE alliance in 2010. Thirty CSOs and development partners are members including OXFAM, Care, ActionAid, Plan, and the alliance addresses children's right to quality education



The GV education activities focus increasingly on quality education rather than a more narrow focus on access; and the advocacy is tying in with the SDG framework, focusing on SDGs 4 and 5. During 2016 a master student in educational science from Copenhagen University undertook research on quality elements of the SfL methodology with support from GV's SfL Committee. Later in the year, GV and SfL jointly organised a conference on quality education in Northern Ghana involving stakeholders from Ghana Education Service, the CBE programme, the CBE Alliance and researchers. Various elements of quality education were explored and key factors identified. This forms the basis of continued dialogue and cooperation in addressing these issues by testing models and influencing practices in the formal school, collecting evidence and engaging the relevant authorities.

During the period 2014–2018 a nationwide complementary basic education programme is being rolled out, funded by DfID, UNICEF and USAID. It is implemented in close cooperation between these development partners and the Ministry of Education/Ghana Education Service. The programme is based on the School for Life functional literacy model; and SfL provides ongoing advisory services and monitors implementation for quality control, learning and adjustments. The programme is implemented through a public private partnership and in addition to SfL there are nine implementing partners, who are trained and supported by SfL. By the end of 2016 the programme had reached 157,000 children as against a target of 140,000 with a 96.9% completion rate, which is considered very satisfactory. During 2016 preparations began for the eventual takeover by Ghana Education Service. This was done through a pilot project in 15 districts where GES cooperated with the implementing partners. SfL was responsible for the pilot in 3 districts. Ghana Friends and E4L is not involved in funding the CBE programme, but Ghana Friends contributes own financing for six CBE classes; and E4L supports SfL advocacy and networking activities related to putting pressure on the government for policy implementation. A key issue is pressing for the Ghana Government to allocate funding for the continuation of CBE implementation through GES after the exit of external funding in 2018.

Through the CBE Alliance School for Life plays a lead role in an Education Sector Working Group for Northern Region, established in collaboration with the Regional Coordinating Council and the Regional Directorate of Education. This provides a platform for civil society to hold duty bearers in education accountable for delivery on their plans and strategies. During 2016, SfL has led the CBE Alliance in monitoring and providing capacity support to the District Education Oversight Committees in all districts in Northern Region. The working group's monitoring of educational performance is used to identify emerging quality education issues and a stakeholders' meeting was held in 2016 to draw attention to worrying statistics of very poor educational performance. This was circulated by GDCA to a series of collaborating partners to expand the reach of evidence to be used for advocacy. Further, SfL actively participates in the Education Sector Annual Review at national level, which is an important platform for engaging key decision makers.

GOVERNANCE

GDCA in collaboration with other CSO partners - Centre for Democratic Development, LogNet, RUMNET, Send Ghana - and the Institute of Local Government Studies published a survey in 2015 on the Model Standing Orders, a set of guidelines for the local government system. The research examined the level of awareness and knowledge of the Model Standing Orders in a sample of 25 districts in all of Ghana's regions, and tracked the extent of Municipal, Metropolitan and District Assemblies' compliance with key provisions in the Standing Orders that regulate the conduct of District Assembly meetings. Findings included low awareness about the different types of meetings among assembly members, inadequate notice about meetings and limited access to minutes.

During 2016 the advocacy work continued involving policy makers, politicians, mass media and civil society organisations to promote public debate and advocate for a more accountable and well-functioning local government system. A CSO Engagement Forum was held in June 2016 to develop an agenda for appropriate engagement with MMDAs on the proper application of the Model Standing Orders. The forum included participation from 7 regions and



it identified issues, strategies and duty bearers for engagement, and agreed on an advocacy action plan for subsequent engagement activities. As part of the action plan regional radio discussions were held to sensitize the general public on the gaps identified with the application of the Standing Orders. Further, a policy briefing paper was prepared and contacts were made for engagement with the Minister of Local Government and Rural Development. Because 2016 was an election year and duty bearers heavily occupied with campaigning this engagement had to be postponed until a new government was in place in 2017.

FOOD SECURITY AND LIVELIHOODS

GV and GDCA - through its subsidiary organisation Community Life Improvement Programme, CLIP - became part of the PARSAO⁴ programme towards the end of 2015. The programme is led by the French NGO Acting for Life and covers 7 countries in West Africa. The objective is to strengthen the resilience of agro-pastoral systems in West Africa and promote sustainable economic development of the livestock sector.

Due to climatic conditions, transhumance - including crossing national borders - is seen as a precondition for a viable livestock sector in West Africa. However, it gives rise to considerable tension between farming communities and the pastoralists. This is very pertinent in Ghana, where violent clashes are regularly reported between Fulanis and rural communities, also in 2016. The programme is therefore very relevant; and Ghana is seen as an important link because livestock from the Sahel region will often want to move into Ghana to feed during the prolonged dry season in the Sahel region and to reach the coastal region to meet a demand for animal protein.

Improved agro-pastoral systems strengthen economic development and increase the local supply of animal protein in West Africa, which is currently

quite dependent on imports to meet an increasing demand. The PARSAO intervention advocates for a policy framework to facilitate the development of the value chain through creation of corridors for peaceful movement of livestock, and provision of facilities such as livestock markets, watering and grazing points along the corridors. This implies advocacy at local, national and West Africa level to develop the necessary policy frame conditions for such movement and engage a series of stakeholders involved in the value chain, ranging from land owners to cattle markets, veterinary services, transportation and several others.

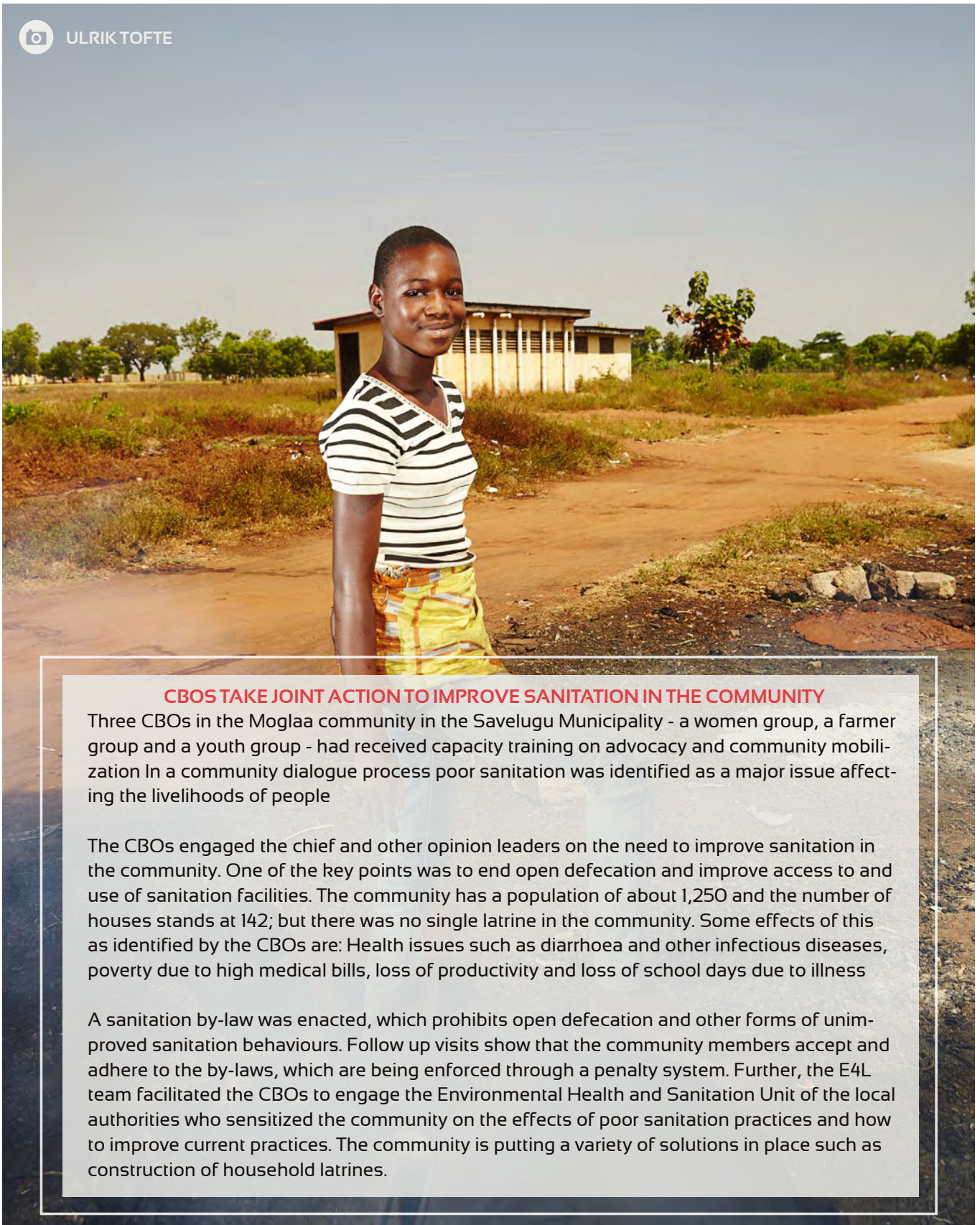
GDCA, through CLIP, is responsible for the Ghana part of the programme, focusing on Northern Region and Upper East, together with CIKOD, which operates in the Upper West region. GV supports CLIP in fulfilling its role in the partnership and in strategising on rolling it out in Ghana. There have been many developments in the programme in 2016. At national level GDCA and CLIP have been involved in consultations on future development of the livestock sector, where they have contributed to identifying strategic livestock markets and infrastructural development needs to improve their functionality. One tool, which is proving to be powerful in this context, is monitoring and collecting data from the markets to build up evidence of the activity level and other issues. The consultations led to an extension of the PARSAO programme area with the inclusion of the Central Gonja district as an important livestock production area.

After identification of principal transit routes in the Upper East and Northern Region as well as main areas of commercial activity in relation to livestock, CLIP is cooperating with the relevant District Authorities as they play an important role in facilitating agreements on livestock corridors and facilities, together with landowners and other stakeholders. Another important activity is capacity building of livestock market committees to enhance their functionality including strengthened transparency and accountability. CLIP also supports them to become formally registered bodies. This will give them access to participate in other livestock development interventions.

⁴ PARSAO is an acronym of the French name: Programme d'Appui à la Résilience des Systèmes Agropastoraux en Afrique de l'Ouest



ULRIK TOFTE



CBOS TAKE JOINT ACTION TO IMPROVE SANITATION IN THE COMMUNITY

Three CBOs in the Moglaa community in the Savelugu Municipality - a women group, a farmer group and a youth group - had received capacity training on advocacy and community mobilization. In a community dialogue process poor sanitation was identified as a major issue affecting the livelihoods of people.

The CBOs engaged the chief and other opinion leaders on the need to improve sanitation in the community. One of the key points was to end open defecation and improve access to and use of sanitation facilities. The community has a population of about 1,250 and the number of houses stands at 142; but there was no single latrine in the community. Some effects of this as identified by the CBOs are: Health issues such as diarrhoea and other infectious diseases, poverty due to high medical bills, loss of productivity and loss of school days due to illness.

A sanitation by-law was enacted, which prohibits open defecation and other forms of unimproved sanitation behaviours. Follow up visits show that the community members accept and adhere to the by-laws, which are being enforced through a penalty system. Further, the E4L team facilitated the CBOs to engage the Environmental Health and Sanitation Unit of the local authorities who sensitized the community on the effects of poor sanitation practices and how to improve current practices. The community is putting a variety of solutions in place such as construction of household latrines.



The first phase of PARS AO runs for 3 years until mid-2018. During 2016 GDCA and CLIP have very quickly developed a good understanding of the issues and the capacity to navigate appropriately in the tense environment. Acting for Life has expressed great satisfaction with the partnership and the plan is to scale up activities in Ghana in a new phase from July 2018 in cooperation with GDCA and GV.

The activities under PARS AO have created potential for other collaborations. GDCA has thus worked with CARE International on a survey among cattle herders on access to natural resources. This is intended for use in developing environmental management projects that target transhumance.

YOUTH

Youth Empowerment for Life (YEFL) has strengthened its relations to networks and relevant stakeholders relating to its main focus areas. These are social, economic and political empowerment of youth to play a constructive role in developing Ghana and their own lives as active citizens, including employment opportunities as well as knowledge, skills and space to participate in the public debate and in influencing policy processes.

The organisation monitors policy developments relating to employment opportunities closely and is very much aware of positioning itself to speak on behalf of youth in Northern Ghana. An important framework is Ghana's National Youth Policy and the policy implementation plan, which covers the period from 2014 to 2017. It seeks to improve the youth employment situation in the country; and successive governments have rolled out several youth employment programmes to provide opportunities for young people. Access to these opportunities does, however, pose challenges to young people from marginalised parts of the country.

As part of YEFL's advocacy for youth access to employment opportunities, the organisation facilitated the formation of a regional CSO coalition on youth employment for the Northern Region, which currently has fifteen (15) youth focused organisations as members. At the regional level, the CSO coalition engaged the Youth Employment Agency (YEA) on the online application process to recruit young

people for their employment modules. This led to the setting up of registration desks in a number of northern districts to assist youth without internet access to register. Also, youth from all five E4L Districts were linked to employment opportunities at YEA. At the district and regional level, YEFL engaged YEA on the need to form youth employment committees as enshrined in the YEA Act. YEFL observed that the committees were not being formed as stipulated in the Act, and it was found that the local levels were not aware of this. Through the national coalition on youth development, YEFL wrote formally to the National Director of YEA reminding him about some of the provisions in the YEA Act. This will be further pursued in 2017.

On the implementation of the National Youth Policy Plan, YEFL held engagement meetings with the regional and national Directors of the National Youth Authority. The NYA was not implementing activities from the implementation plan, allegedly because the Government had not allocated funds for the implementation of activities. YEFL is further pursuing this in 2017 as part of the advocacy for the implementation of youth employment activities.

The Ghana National Youth Authority Bill was enacted in 2016 through lobbying and engagement with the Parliamentary Select Committee on Youth, Sports and Culture. Two engagement meetings were held with the Parliamentary Select Committee on Youth through the National Coalition of CSOs on Youth Development, of which YEFL is a member. YEFL was facilitated by the Foundation for Security and Development in Africa (FOSDA) to meet with and lobby members of the Parliamentary Select Committee on Youth, Sports and Culture and was able to make inputs into the Youth Bill. The approval of the bill represents a milestone and a framework for future advocacy work in relation to youth access to employment in Ghana.



1.4 ALIGNMENT AND HARMONISATION

GV continues to uphold the principles of alignment and harmonization in the relationship with partners, which means that we align with their existing formats, systems and procedures where possible, or develop new ones in a collaborative way that respects their ownership.

Harmonization and streamlining of administrative and financial procedures have been a focus area for some time, as mentioned in the 2015 results report. This has led to a number of improvements, such as a better division of labour, reduced transaction time and a more effective audit process. In 2016 the financial and administrative systems have been fine tuned, but there have been no major changes.

Apart from that, GV and the E4L financial controller have worked extensively with the partners to improve their ability to work with organizational budget and accounts. This has become even more crucial in view of the partners efforts to diversify their funding base. Donor diversification is a complex process, which involves changing organizational practices and way of thinking and therefore needs to have the attention of both staff and board. There are numerous benefits of donor diversification, such as more stable and sustainable organizational finances, but it also requires a good overview of revenue sources and the ability to negotiate with new donors to get funding for organisational core costs, among other things. GV has continued to support the partners in the process of donor diversification including development and follow up on organisational budgets in 2017.

1.4.1 ALIGNMENT WITH RELEVANT POLICIES AND DEVELOPMENT GOALS

Another aspect of alignment is our efforts to ensure that the E4L programme remains aligned with key Danish and Ghanaian policies and development goals as well as the international human rights framework. In section 1.5 it is described how GV and partners pursue the Sustainable Development Goals

(SDGs) and work to promote national exposure of issues and solutions from Northern Ghana through a CSO platform on SDGs in Ghana.

It is essential for GV and partners to align with and carefully monitor policies and national development plans in Ghana as well as Danish development policies to remain relevant and contribute to their fulfillment. As described in the 2015 results report, the E4L programme shares the analysis of the 'Denmark-Ghana partnership policy 2014-2018', which takes point of departure in the positive transformation that Ghana has undergone, but also acknowledges the serious challenges that remain in Ghana, such as inequalities based on income, access to service delivery and economic opportunities, education, gender and geography. In fact, the E4L programme is designed to address the challenges and to support a strong civil society as a way of consolidating democratic gains and ensuring a continued positive development.

Likewise, the E4L programme is aligned with the new Danish strategy for development cooperation and humanitarian action adopted in January 2017, 'The World 2030'. The strategy has the following four main strategic areas:

- Security and development - Peace, stability and protection.
- Migration and development.
- Inclusive, sustainable growth and development.
- Freedom and development - democracy, human rights and gender equality.

The E4L goals and objectives fit with the strategic areas of the World 2030 strategy in various ways. The strategy emphasizes the importance of engaging young people and making it possible for them to realize their potential to succeed with the overall goals. This is an analysis that GV and our partners share and work to realize through the means at our disposal e.g. through entrepreneurship training. By giving people a voice and hope for a future with better opportunities for children and young people, including education and decent jobs, we also contribute to countering the root causes of migration.

The strategy also emphasizes the importance of



mobilizing the national resource base through strengthening and enhancing the effectiveness of the developing countries' national and local tax systems. An element of that is the trust of citizens that their taxes are well spent. E4L works in various ways to underpin a fair tax system that benefits all citizens in Ghana. One element is E4L's work with social accountability tools to engage communities in the monitoring of tax funded capital projects. Young community journalists, trained by the Youth Speak Up project, use radio and social media to expose misuse of funds, among other things.

1.4.2 PARTNER/PROGRAMME LEVEL ALIGNMENT, HARMONISATION AND COORDINATION

As in previous years of the E4L programme, we work to ensure collaboration and harmonization of development interventions at all levels through the capacity building of our partners. This is done by supporting partners to have the capacity to engage with relevant civil society actors and government entities, and advising on how to achieve maximum effect. Partners are able to leverage their influence and experience through membership of a series of relevant networks and coalitions, many of which focus on education such as the Northern Network for Education Development (NNED) chaired by GDCA, Ghana National Education Campaign Coalition (GNECC) and the CBE Alliance.

There are many other examples of our partners engaging in networking, collaboration and alliance building to further their goals. As mentioned in the 2015 results report, GDCA has collaborated with the Institute of Local Government Studies, Centre for Democratic Development, RUMNET and the Local Governance Network to conduct research on the application of the Model Standing Orders by MMDAs. In 2016, the partners have disseminated the findings to attract public interest and generate discussions among citizens on the work of the MMDAs. GDCA also plays an active role in the Star-Ghana civil society programme, and has been given the responsibility for coordinating the activities and debates in Northern on how to organize the programme once the external donor funding ceases.

YEFL is becoming a respected actor in the area of

youth empowerment and employment, which is manifested among other in the continued collaboration in 2016 with IBIS on the project "Promoting Youth Representation and Civic Engagements" (PYRACE). In 2016 YEFL facilitated the formation of a regional CSO coalition on youth employment for the Northern Region, which currently has fifteen youth focused organizations as members. YEFL also joined a national coalition of CSOs in youth development, which was facilitated by the Foundation for Security, and Development in Africa (FOSDA). All this was done to strengthen YEFL's voice, and influence at the regional and national levels.



1.5 HUMAN RIGHTS BASED APPROACH

The rights based approach and the promotion of human rights remain at the center of the E4L programme as well as the strategies of GV and our partner organisations. The E4L programme and strategies were designed to relate to the Millennium Development Goals (MDGs), which were in place at the time. Since the adoption of the Sustainable Development Goals (SDGs) in 2015 the programme has become oriented towards the fulfillment of

these goals. This has been a relatively easy process, as the thinking behind the SDGs is in line with the E4L intervention. The design of the E4L programme places an empowered civil society at the centre, as a means to an inclusive and fair society with accountable and effective institutions. The programme also builds on strong partnerships, coupled with capacity building, and supports the building of alliances and networks with other actors. In this way the programme contributes to pursue SDG 16 and 17. SDG 1 on ending poverty, SDG 5 on gender equality and SDG 10 on reducing inequality are in line with the values and objectives of GV's work and cut across the programme.

GVs Key Sustainable Development Goals





It has been the topic of GV monitoring visits during the past couple of years to integrate the work and strategies with the relevant SDGs. Further, GV has met with the CSO platform on SDGs in Ghana and will cooperate with it to promote national exposure of issues and solutions from Northern Ghana within the SDG framework. The partners are members of the platform and participating actively in setting it up in Northern Ghana, where the partners plan to become focal NGO for selected SDGs in the E4L operational districts. GV has also incorporated the SDGs in our development education activities in Denmark, and GV's communication strategy includes themes that relate to the SDGs.

GOVERNANCE

The promotion of good governance cuts across the E4L programme, and the PANT principles (Participation, Accountability, Non-discrimination and Transparency) are a point of departure for all our activities. The principles are inter-linked, and are addressed by supporting the civil society groups to acquire and apply concrete knowledge and skills. As described in section 1.2, the civil society groups are benefiting from strengthened organizational capacity. This leads to increased transparency and accountability in relation to decision-making and handling of funds; and the improved internal governance enhances the legitimacy of the civil society groups and organizations. As the results are beginning to show, the groups have become more effective and have a stronger voice and influence vis-a-vis the duty bearers. The results also show that civil society groups and organizations have acquired more knowledge and skills on their rights as citizens and the roles and responsibilities of the local government system, which is a step towards the goal of influencing the public governance system.

EDUCATION

GV and its partners see education as a human right and not as a privilege, and work in various ways to ensure that this right is granted to children in all parts of Ghana. GV and partners pursue SDG 4 about all boys and girls completing, free, equitable and quality primary and secondary education. Our specific focus in that connection is SDG target 4.1: All boys and girls

complete free equitable and quality primary education, leading to relevant effective learning outcomes; and SDG target 4.5 on eliminating gender disparities in education and ensuring equal access to education for the vulnerable including children in vulnerable situations. The education intervention also pursues SDG 10 on reduced inequality, as it addresses educational inequalities, and SDG 16 on strong institutions, as school governance is a key element.

E4L builds the capacity of civil society groups to understand and appreciate the rights citizens of Ghana are supposed to enjoy in relation to education as laid out in the constitution and legislation; and the roles and responsibilities of the various stakeholders. The groups are strengthened to engage effectively with duty bearers and this is bringing results, as described in section 1.2. There are several examples of improvements locally in the form of more teachers and better school governance.

Our partners GDCA/SFL also continue to promote children's right to quality education at a national level through advocacy and networking. School for Life remains the lead organisation of the Complementary Basic Education Alliance made up of a large number of organisations promoting access to basic quality education for all children in Ghana. The alliance has played an instrumental role in the approval of a national policy on complementary basic education (CBE) which acknowledges the need to ensure that all children enjoy their right to education, even if this calls for initiatives which complement the standard education system. This has been a major achievement, but the funding for the implementation of the policy has mostly come from donors and there are some signs that the Government of Ghana might not be as ready to take over the responsibility as planned. This means that the work of the alliance, and actors such as SFL, is as important as ever.



FOOD SECURITY AND LIVELIHOODS

GV and partners pursue SDG 2 about ending hunger, achieving food security and improved nutrition and promoting sustainable agriculture. Our focus is on targets 2.1 and 2.2 about ending hunger and malnutrition as well as 2.3 and 2.4 about increasing productivity and income of small-scale farmers and implementing resilient agricultural practices. SDG 13 on climate change also plays an important role, especially targets 13.1 on strengthened resilience & adaptive capacity, and 13.3 on improved education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Through the E4L programme, farmers and women groups have acquired knowledge about their rights in relation to food security as well as the role and responsibilities of stakeholders such as Ministry of Food and Agriculture (MOFA). The groups have also become able to engage effectively with e.g. MOFA to advocate for their right to agricultural extension services and productive resources and this has led to several results, as described in section 1.2.

YOUTH EMPOWERMENT

In our work with youth empowerment, we pursue SDG 10 on reducing inequality as well as the unofficial SDG 18 on youth in line with the priorities of Danida and the Government of Ghana. GV and partners seek to empower youth politically, socially and economically by building their capacity and providing space for them to meet, reflect and express themselves. Through our work with youth entrepreneurship and advocacy for youth friendly policies, we also pursue SDG 8 on the promotion of inclusive and sustainable economic growth, employment and decent work for all.

1.6 INNOVATION

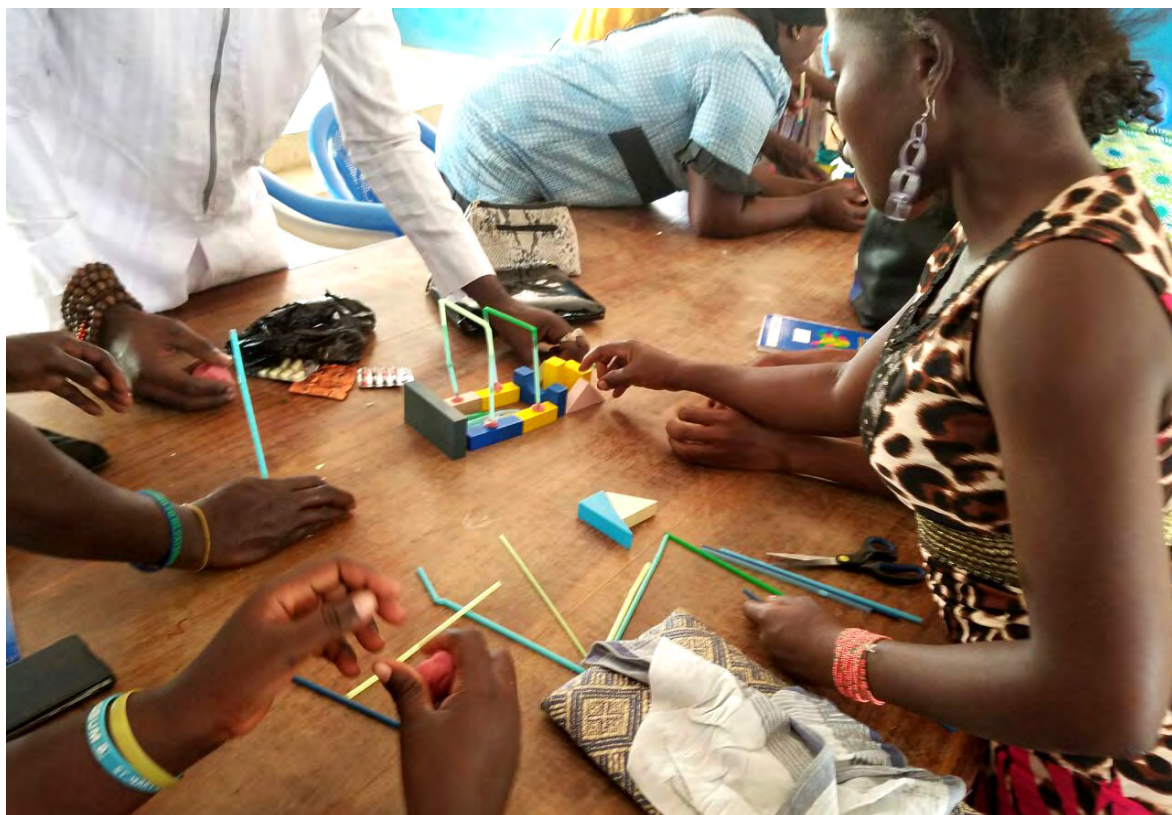
In Empowerment for Life I and II emphasis was put on promoting and trying out new methods, strategies and collaborations. This has encouraged a culture of innovation, and GV and partners have worked on establishing new partnerships and collaborations that have the potential of coming up with and testing new ideas, qualifying the methodologies used and documenting and sharing lessons with relevant stakeholders, institutions and organisations.

The demand from partners for innovative projects and ideas continues and as it is also a priority to GV and funds are set aside for emerging innovations. The former "Innovation pool" with unallocated funds will be reintroduced in 2018.

ENTREPRENEURSHIP, INNOVATION AND CO-CREATION

Through the E4L programme, GV has worked with entrepreneurship for the past seven years and has trained approximately 400 youths in entrepreneurship. Many methods have been tested and lessons learnt have been documented. In 2015 GV initiated a new collaboration with researcher Leila Schmidt from VIA University, Horsens. This collaboration comes from the shared objective of promoting and qualifying entrepreneurship and innovation trainings on a global scale. This collaboration continued in 2016 and new methods and manuals were developed. This included carrying out a co-creative staff training workshop, where the model was tested and staff made their inputs to it. Afterwards, the model was modified and 3 groups of young entrepreneurs went through the bootcamp in the last quarter of 2016. These three first groups have been followed closely and 8 months after their training 75% of the youth have started up their businesses.

YEfL has also entered into a new partnership with Catholic Relief Service on youth entrepreneur trainings based on the new model.





YOUTH PARLIAMENTS INCREASING PARTICIPATION AND SOCIAL ACCOUNTABILITY

In 2016, the Saboba Youth Centre established a Youth Parliament for the youth of Saboba to debate on issues affecting them. The Youth Parliament is a youth led, youth run initiative, which aims to mobilize and create a network of young people to bring about positive and sustainable change to issues that affect youth and their communities in general. It provides skills and opportunities for young men and women to play a leadership role in identifying and addressing the needs of their own communities as well as the district. Since its inception, the concept has been used to engage relevant duty bearers on sanitation and potable drinking water with positive outcomes. The Youth Parliamentary method is an interesting concept to educate the young people of the programme as to how democratic engagement principles (Ghana's Parliamentary System) are instilled into the minds of the younger generation from grass-root level. The main governance strategies of the concept are youth leading change, youth leadership skills and practical knowledge in parliamentary system.

The Youth Parliamentary concept adopted by the Saboba Youth Centre has a potential for replication in other E4L Districts. Thus, it has been documented and included in the new CISU programme. Furthermore, YEFL has used the concept in a project to establish a new partnership with IBIS Oxfam Ghana to roll it out in five districts with funding from STAR Ghana.

THE GOOD TEACHER

In GV's and SfLs continuous attempt to bring more quality into Ghanaian education the partners are piloting a new method for improved teacher-pupil relations in the formal system to strengthen quality education. This draws on GV's participation in a capacity development initiative: "The good teacher" under Globalt Fokus, and learning from other SfL interventions aiming to strengthen the formal schools. Experience from the pilot will be documented, and the method will be shared in relevant networks and platforms for influencing Ghana Education Service.

STRONGER FOCUS ON CHILD NUTRITION AND WOMEN PRODUCERS

Many of the women groups that are part of the E4L programme are engaged in farming and processing of for instance soybeans. A main issue affecting them is lack of available market and limited opportunities for adding value to their produce. Furthermore, the women's households struggle with overcoming the lean periods and ensuring that their children have access to nutritious food. In 2016, GV and E4L tested training the women groups in processing the soybeans produced into highly nutritious food that they can have at their households or sell at the local market. This was very successful, and following that a concept was developed where 24 women groups in 3 districts will be part of a two year project on building the processing capacities of the groups as well as establishing a women cooperative to process the soy into weeny mix and cereals. This is funded by Denmark's Ingathering 2017.

1.7 PARTNERSHIP AND CAPACITY DEVELOPMENT OF PARTNERS

It remains central to GV's work to build and develop partnerships with civil society organizations in Ghana. The goal is to build the capacity of organizations to become strong and active players able to promote the interests and rights of civil society and community based organisations and groups locally, nationally and internationally. Close and meaningful relationship with local organisations is also an integral part of GV's existence reflecting core values relating to mutually rewarding intercultural friendship and collaboration.

Our approach to partnership continues to be guided by the Ghana Friends Partnership Strategy (2015-2018), which distinguishes between organizational partnership and other more targeted and time-bound types of partnership. The strategy signifies a shift in the approach to partnership, which had been underway for some time. The strategy sets the framework for a new and more systematic approach to partnership in Ghana Friends with an objective to broaden



the relationship with Ghanaian civil society. The strategy has been a very useful guide to determine the right level of commitment and match the expectations of partners.

The implementation of the strategy has been continually evaluated and there have been various adjustments, the latest in 2017. As mentioned in the 2015 results report, GV decided not to take another organisational partner in the coming years. Instead GV will prioritize supporting the existing organizational partners to achieve E4L objective 4, promoting the interests and rights of local CSOs and groups locally, nationally and internationally, and engage in other types of partnerships that are low/no cost or has funding from other sources than Danida. In view of the scope of such activities it is likely to be in a time-bound project partnership or as sub-partner to one of the existing organisational partners. Expanding the number of sub-partners in this way also serves the purpose of strengthening the connectedness of our organizational partners.

1.7.1 ORGANIZATIONAL PARTNERSHIPS

GV remains committed to its two organizational partnerships with Ghana Developing Communities Association (GDCA) and Youth Empowerment for Life (YEFL). Organizational partnerships are close, long-term partnerships and it involves joint cooperation on programme and project activities coupled with capacity development. The capacity development takes point of departure in organizational self-assessments undertaken in 2014 with support from GV. The assessments were used to develop organizational capacity development plans that integrate support from the different funders, the implementation of which is on-going. The main focus is to ensure that the partners continue to be relevant in their context, meet formal requirements and are accountable to and representative of their constituencies. The plans are monitored regularly, with the next organisational capacity assessments and reviews scheduled for 2018. As mentioned under section 1.1, partners report on progress as part of the semi-annual and annual reporting to GV.

The capacity development of partners is grouped under the following four headings:

- Legitimate and transparent institutions with analytical capacity
- Research and documentation, sharing lessons and best practices
- Advocacy through networks, alliances and strategic partnerships
- Raising resources and increased donor diversification

GHANA DEVELOPING COMMUNITIES ASSOCIATION (GDCA)

GDCA and GV have a strong mutual long-term partnership, which has developed through various stages over the years. GDCA has become a respected, legitimate civil society organization with strong operational capacity that is able to network to further their agenda and attract funding from various donors. GDCA has established itself as a highly respected actor in its core thematic areas. In the area of governance, for example, it leads the STAR Ghana funded CSO platform on oil and gas in Northern Ghana. It was part of the SCOPE project on election monitoring in 2016 in alliance with organizations such as the Institute of Local Governance and Centre for Democratic Development; and has participated in monitoring of elections since around 2010.

In terms of GDCA, organizational capacity building has focused on the following in 2016:

- Policy advocacy: Although not a new area for GDCA, policy advocacy is an area that requires continuous attention to ensure long-term impact. In 2016 staff received training in effective policy advocacy, strategic partnerships and networking.
- Monitoring of capital projects: As partners in the GSAM project, GDCA staff has received training in supporting communities, citizens groups and other stakeholders to monitor and assesses capital projects, such the construction of schools and clinics in communities.
- Board self-assessment: GDCA has carried out a board self-assessment, also carried out in 2014, to identify areas for the improvement of the performance of political bodies and hence capacity



building. The assessment is also being used as a tool for dialogue between management and board.

One of the key objectives of the capacity building of partners is to increase donor diversification and raise additional resources. GDCA is quite experienced in this regard and has raised substantial resources over the years, at times substantially exceeding Danida support. SfL in particular has managed to get large grants from major donors, such as DFID and USAID to implement complementary basic education activities.

In 2016 GDCA was successful in raising funds for the following projects:

- In 2016 GDCA partnered with another local NGO, NORSAAC, and various other institutions and won a one-year project called Strengthening Community Participation for Peaceful Elections (SCOPE) with funding from STAR Ghana.
- GDCA is also in partnership with IBIS Ghana and CARE international to implement the Ghana Strengthening Accountability Mechanisms (GSAM) project. GDCA was rated highly by IBIS as a partner and as a result the project has been extended for a year until 2019.
- GDCA was also successful in getting a grant from Danmarks Indsamlingen in partnership with GV to implement the project 'Communities United in Fighting Child Hunger' from 2017-2019.
- SfL won bids to implement CBE activities in 10 districts and has also been contracted to train other implementing partners involved in the CBE programme.

GDCA has in fact been very active in terms of fund-raising and submitted a number of other proposals that were rejected or not granted yet. It is clear that the competition for donor funds is quite hard and that most Ghanaian NGOs spend considerable time and energy to secure sufficient funding to maintain their organizations and work towards their objectives. There are many reasons for this, such as dwindling funds and shifting priorities among donors.

Despite the fact, that GDCA is doing well in donor assessments and is known as a respected and legit-

imate organization, it is a continuous struggle to get funding. In this regard, SfL may be in a particularly vulnerable position, as major donors are reducing bilateral aid to Ghana and leaving it to the Ghanaian state to fund education. Further, there seems to be a political shift in Ghana away from prioritizing Complementary Basic Education. GV is well aware of this tendency and will assist GDCA and its subsidiaries to analyse donor trends, link with new partners and make quality assurance of applications etc.

YOUTH EMPOWERMENT FOR LIFE

Ghana Friends has worked with youth empowerment from 2005, first with a loosely organized group of young people organizing a youth forum in Dalun. This group later formed YEFL, which has been an organizational partner since 2010. It is important for YEFL that young people is part of the leadership of YEFL and the driving force behind activities, rather than merely beneficiaries. This continues to be the case, even if there are no formal age limitations. By definition this means that staff and board members are relatively young. It has been a challenge at times to have a young and therefore relatively inexperienced board, which has not always been able to live up to its responsibilities. It has required a lot of capacity building and support from GV, but it is clear that the support is paying off. YEFL went through a difficult period in 2015/2016 with a strained relationship between staff and board and an incidence of financial mismanagement. A huge effort was made to turn around the organization; new staff came on board, a consultancy helped to identify the sources of conflict in YEFL and the financial management capacity of board and staff was strengthened. The financial imbalance in YEFL, income not matching expenses, was tackled and a lot of effort was put into creating a transparent organizational budget. All in all this has resulted in an organization that is in a much better position, while maintaining the basic value of being a youth-led organisation. In terms of financial management, YEFL recently scored 89% in a financial capacity assessment conducted by a new partner, Catholic Relief Services, which shows a significant improvement of financial systems and adherence to acceptable financial practices.

As a younger organization YEFL has had fewer experiences with other donors, but it has also made



impressive gains in that regard in 2016. After a successful pilot project with IBIS in 2015, the organisation has managed to secure a 3-year project named 'Promoting Youth Representation and Civic Engagements' (PYRACE) with funding from IBIS. YEFL has also been involved in a pilot project with Catholic Relief Services (CRS) with a focus on employable skills for youth. There are some opportunities in the current donor environment for youth organizations and YEFL has managed to take advantage of them. This is also due to the strong models and experiences they have developed, most notably in the areas of entrepreneurship – the boot camp model – and community journalism in Youth Speak Up.

It is expected that further opportunities will arise for YEFL in the coming years, since youth is key focus area for many donors and also a high priority in Ghana. Denmark's new strategy for development cooperation and humanitarian action: 'The World 2030' emphasizes 'the need to place greater focus than ever before on unleashing the potential of youth as agents of change', which is in line with the thinking behind E4Ls thematic focus on youth. GV will continue to support YEFL in various ways to proactively seek out new opportunities and take advantage of them.

1.7.2 MUTUAL LEARNING WITHIN PARTNERSHIPS

As in previous years, the annual Programme Strategic Committee (PSC) meeting was an opportunity for partners to explore new topics. At the 2016 PSC meeting, the concept Value for Money (VfM) was introduced and discussed among management and board members. It became clear that the concept is not only about achieving cost efficiency, but rather about striking the right balance between the four E's – economy, efficiency, effectiveness and equity. Since then the concept has been taken onboard by the E4L staff at all levels and the thinking behind has been integrated into all stages of the programme cycle. As an example of how the thinking behind VfM has influenced the programme, staff has decided to make clustered training for CBOs rather than separate training for each CBO. Another example is E4L using its relationship with stakeholders to reduce cost e.g. getting access to training facilities.

Another opportunity for mutual learning arose, when GV and GDCA/CLIP developed a new project named 'Communities United in Fighting Child Hunger' in October 2017. The project proposal was submitted to Danmarks Indsamling and funding was granted in the beginning of 2017. The project tackles the issue of children in Northern Ghana going hungry or being mal-nourished due to poverty and limited knowledge of their nutritional needs. Although related to food security, nutrition is a new area for the partners and the development of the project required some research. As a part of the research GV and GDCA/CLIP linked up with relevant programmes and organisations in Northern Ghana, such as World Food Programme and the USAID funded projects SPRING and RING.

1.7.3 OTHER TYPES OF PARTNERSHIP IN GHANA

GV has continued to partner with Rural Media Network (RUMNET) and Hopin Academy as part of the implementation of the Youth Speak Up project financed by Danmarks Indsamling. In 2016 GV applied for a new project with funding from Danmarks Indsamling and in that connection new connections were formed. The new project, named 'Communities United in Fighting Child Hunger' (FCH) is focused on nutrition and hunger, a topic that is relatively new to GV although closely related to food security. As part of the project formulation, GV and GDCA/CLIP reached out to a number of organizations and institutions working in this area. The project does not involve any formal partnerships, apart from a contract with a local female entrepreneur, but its success will depend on close collaboration and information sharing with other related organizations.

GV's partnership with the French NGO 'Acting for Life' as part of the implementation of the PARSAO project continues and there are plans to apply for funding for another phase of the project. GDCA/CLIP, together with another Ghanaian NGO (CIKOD) is responsible for implementation of the project in the three Northern Regions in Ghana and has already established itself as a respected actor in the field of transhumance and related topics.



1.7.4 PARTNERSHIPS IN DENMARK

In Denmark GV has strengthened and deepened existing partnerships relevant to our strategic objectives.

As outlined in GV's strategy on Popular Foundation, Danish education institutions are a strategic target group in terms of development education and fundraising. Over the years GV has had contact with several education institutions, but in 2016 the collaboration with Hald Ege High School was dominant. GV was deeply involved in the facilitation of Hald Ege High School's visit to Northern Ghana in 2016, and also contributed to lessons on global issues as well as fundraising efforts at the school. GV was also involved in the visit in 2017 and there are plans to link up GV to a newly established folk high school for older students at Hald Ege. The partnership with VIA University College in Horsens on entrepreneurship and Roskilde University (RUC) on communication for change has also been continued in 2016.

In 2016 GV became part of a network of Danish NGO's interested in partnerships with private companies on green projects. The network was granted funding for a 2-year project to further explore the opportunities and challenges of partnering with private companies. Apart from that, the fundraising committee has started contacting selected companies with a relevant thematic focus and/or interest in Ghana, primarily for fundraising purposes. GV also continues to be an active member of the Education Network Group under Globalt Fokus, which in 2016 worked with SDG 4 and dissemination of the global monitoring report on education.

1.8 ADDED VALUE IN THE CONTEXT OF MUTUAL CONTRIBUTIONS

The close and long lasting relationship between GV and its organizational partners remains a strong point of departure for adding value in a context of mutual contributions. GV's commitment to the development of Ghana since 1979 and involvement in the history of GDCA and YEFL forms the basis for an open and constructive dialogue between partners. Partners know that GV does not give up easily, despite ups and downs, and this has been tested on many occasions.

As mentioned in the last E4L results report, 2015 was characterized by a major organizational restructuring of the E4L programme for increased effectiveness. As a result of the restructuring, district offices were set up to have a strong presence in the districts.

Technical offices and advisors were recruited to ensure stronger strategic focus and financial and administrative systems were strengthened. GV played a major role in the restructuring and continued to follow up on the process in 2016. In 2016 GV was also involved in making significant adjustments of the programme due to the cut down in development assistance that was announced in October 2015. The GV board and staff reacted swiftly and were able to come to an agreement with the management and boards of our partners within only a few weeks.

The E4L grant was cut down by 26% - from 11 to 8.1 million DKK - and this obviously led to some major adjustments, which required a lot of support from GV. Staff had to be laid off and there was a reshuffling of the remaining staff. Although this was a difficult process, it was clear that the close relations and trust between partners made all the difference.

In 2016 GV staff and board were also involved in supporting YEFL in strengthening the organization in various ways. As mentioned in the 2015 report, YEFL



was supported to improve its internal governance to avoid conflicts between staff and management and make the organization more effective. One of the areas where YEFL has required a lot of assistance from GV is financial management, but the efforts have paid off. One of the focus areas has been the use of organizational budgets, which has helped the board and management to understand and control the resource flows in YEFL much better. In fact, YEFL has managed to turn around its financial situation completely and the organization now has a small surplus.

During 2016 other areas where GV added value to the development of the partners in processes characterised by mutuality were:

1.8.1 MONITORING AND MEASURING RESULTS

GV and the partners have had strong focus on strengthening the system for outcome monitoring during 2016 as explained in section 1.1. This has very much been a joint process where GV has facilitated the development of tools and systems, and contributed with professional knowledge in close cooperation with the E4L programme's Monitoring Evaluation and Research Team. This means that there is a clear understanding and strong ownership of the methods, as well as openness towards improving and assuring the quality of the systems.

1.8.2 THE SDG FRAMEWORK AND QUALITY EDUCATION

During 2016 the SDG framework began to form point of departure for strategic discussions in the partnership. One example of this was when the GV committee responsible for education included discussions on relevant SDGs in a partner visit. Generally, the awareness on the transition from the MDGs to this new framework was promoted in partner meetings at operational and board level.

1.8.3 DEVELOPMENT OF THE ENTREPRENEURSHIP BOOT CAMP MODEL AND MANUAL

The cooperation on development of the new boot camp model and manual described in section 1.6 has been very rewarding. GV added value in the form of technical expertise on entrepreneurship, creative approaches, research and documentation, as well as planning and facilitating the process. It has been

a mutual learning process with strong emphasis on co-creation, which leaves all partners in a stronger position both because a new model was developed and tested, and the entrepreneurial mindset from the course has spillover effects in the organisations.

1.8.4 HUMAN RESOURCE SYSTEMS

One area of the partners' capacity development plans is strengthening of Human Resource systems. GV supports the process through engagement with the partners on strengths and weaknesses of existing systems, feedback where GV has in house knowledge, and identification of areas where external know-how is needed. During 2016 GV worked with the partners on strengthening systems for staff appraisal. Traditionally GV played a role in annual staff appraisals at managerial level. This is now changing to supporting the partners to operate effective staff development, appraisal and coaching systems.

1.8.5 IDENTIFYING AREAS FOR VALUE ADDITION

The work started on Value for Money in 2016 as described in section 1.7.2 is another example of adding value by introducing an area for organisational development and then working on it jointly in the partnership. It is part of the ongoing cooperation to get feedback from the partners on areas where they require support. One source of inspiration is joint contextual analyses, which help identify new directions for the interventions. Further, GV keeps abreast with innovations and opportunities through continuous contact with networks, strategic partners and other relevant sources in the development environment to identify areas relevant to GV and partners. In view of the size of GV, it makes sense to initiate organisational and technical development processes jointly with the partners in order to achieve a relevant scale.



2. ASSUMPTIONS AND RISKS

The E4L programme is based on a number of assumptions, as well as an analysis of risks, carefully monitored to follow their development and influence on programme implementation. The following is an analysis of the development of some of the key assumptions and risks in 2016.

COMPLEMENTARY BASIC EDUCATION

Successful programme implementation in the area of Complementary Basic education continues to depend on the support of stakeholders – government, development partners, CSOs and other related partners in education. CBE has had solid support from development partners, such as DFID and USAID, for a number of years and the support has created a momentum and made it possible to reach a large number of out of school children. However, the major donors in the area of education are starting to withdraw their support and leave the responsibility to the Ghanaian government. The transition phase creates uncertainty regarding the future of CBE; and the end of large education projects, such as the Ghana Partnership for Education grant (GPEC), has created a vacuum in the most deprived districts. This development is creating a vulnerable situation and more than ever there is a need to maintain the pressure on the government to assume responsibility for education. The CBE alliance, led by School for Life, is actively engaged in these efforts.

GENDER RELATIONS

The E4L programme is based on the assumption that the programme is able to influence gender relations in the target communities to the extent that men acknowledge women's contributions and rights and make space for women's participation and leadership. There are clear indications that gender relations in the target groups are moving in that direction due to E4L's awareness raising, sensitization and leadership training of women. There is now more mixed groups and closer collaboration between men and women. Further, many more women are taking up

leadership roles, in fact 48% of leadership positions in the groups are now held by women. Despite the positive results, there have also been instances of unintended consequences of women's empowerment, such as women being forced to give money from VSLA's to their husbands and having difficulties paying it back. E4L will monitor the implementation of gender related activities carefully and involve religious and traditional leaders where relevant to avoid negative consequences and create greater support and understanding for women empowerment.

COLLABORATION WITH THE LOCAL GOVERNMENT SYSTEM

To a large extent, the success of builds on creating and maintaining good relations with the local government system. One aspect of this is the collaboration with key public servants in the districts, such as the District Chief Executive and Directors of the Ghana Education Service (GES). Fruitful collaboration with a committed District Chief Executive (DCE) or GES director can move things ahead and make a huge difference in terms of achieving results. It is therefore a priority for E4L staff to continuously engage and involve key public servants in the districts in the planning and implementation of activities. When there is a change of office, the E4L programme has to start from scratch and there is always a risk that the new person in charge is not as committed or competent. In the case of the District Education Oversight Committees, the GES director is the secretary of the committee and his or her commitment is therefore crucial.

E4L has advocated for election rather than appointment of Metropolitan, Municipal and District Chief Executives (MMDCEs) together with other civil society organisations for some time. If key public servants are elected locally, it is expected that it will be easier to hold them accountable, which would also increase their interest in E4L's activities. The election of MMDCEs was one of the promises of the party in power, the New Patriotic Party, so it might happen by the next election.



PARTICIPATION OF YOUTH

Within the thematic area of youth it is assumed that the target youth groups and centres will have sustained interest and commitment to undertake development initiatives in their communities. As a part of this, it is also assumed that stakeholders, such as traditional authorities and district assemblies, will cooperate with the youth and accept them as leaders. The Youth centres have been a focus area for YEFL and there are clear sign that this is paying off in terms of the membership and activity level of youth centres. Likewise, there are indications that traditional authorities are willing to accept more young people in leadership positions in the communities. Young people have also become more involved in the local political process in the districts, by participating in District Assembly sessions, and able to engage duty bearers. Despite the positive developments, this is an area that requires more effort.

The YSU project has made significant changes in the duty bearers' view of youth as development stakeholders, and they are being invited to participate in districts assembly meetings, district committees and meetings with traditional authorities.

STAFF MEMBERS LEAVING E4L

One of the most serious risks facing the programme in 2016 has in fact been at the operational level, as several key staff members have decided to leave for jobs in other organisations. There are presently a number of large donor funded programmes in Northern Ghana, as for example SPRING⁵, that offer staff a better package in terms of salary, benefits etc. As E4L staff members are well trained and highly motivated, they stand a good chance of employment elsewhere. GV and E4L management is well aware of this risk and seek to mitigate it by creating an attractive work environment with opportunity for influence and professional development coupled with support and training. One of E4Ls comparative advantages as an employer has been a certain continuity and hence possibility of career development within the organisation, as opposed to short project appointments. The shifts in funding modalities in Denmark as well as the cut in development assistance in 2016 have to some degree undermined

staff's perception of stability and it will take an effort to recreate it. It is also clear that E4L is unable to match the salary package of many of the other comparable organisations working in the area, because staff is not on local contracts.

CONFLICT PREVENTION AND PEACE PROMOTION

Ghana has an image of peace and stability, but periodic flaring up of conflicts into violence is a source of concern. The Northern region of Ghana, especially Dagbon⁶, has been known for its conflicts relating to ethnic, religious and political affiliations, and for being a potential conflict zone during elections. As 2016 was an election year, there were some incidences of conflict, but the implementation of the E4L programme was not seriously affected. The E4L programme continues to work in various ways to promote peace, as for example through GDCA's involvement in the Dagbon Peace Committee that brings together Traditional Authorities, religious leaders, politicians, the media and the Security Agencies. Both GDCA and YEFL have also been involved in activities to promote peaceful elections in 2016.

⁵ SPRING is a USAID funded project that stands for 'Strengthening Partnerships, Results and Innovations in Nutrition Globally'.

⁶ Traditional Kingdom in Northern Ghana



3. DEVELOPMENT EDUCATION 2016

GVs development education is grounded in the organisation's popular foundation strategy, specifically in the communication strategy that outlines the objectives, target groups, communication channels, themes and yearly activity plans

GVs secretariat and a broad group of volunteers carry out development education. Development education is the specific responsibility of the communication committee, but a number of other volunteer groups contribute: the SfL committee as responsible for an exchange programme; the editorial group behind Ghana Handshake; the friendship and membership committee responsible for organizing the annual Ghana seminar; as well as ad hoc groups organized to take responsibility for e.g. developing a new campaign or website. The friendship concept is GV's backbone and this is also reflected in development education where focus is on establishing relations or exchanges between Danes and Ghanaians.

TEACHER EXCHANGE PROGRAMME

Volunteers in GV have for years implemented a successful teacher exchange programme, which has reached thousands of teachers, pupils and parents all over Denmark. In 2016 approximately 2000 students and their families were reached through teacher engagements at different schools in Denmark. The exchange programme was also covered by local newspapers and through GV's, the schools' and teachers' social media.

WITHOUT BLINKING PHOTO EXHIBITION

GV's photo exhibition Without Blinking continued its tour through Denmark. In March it was exhibited at Copenhagen City hall and videos and information materials accompanied the photos on development issues in Ghana and the work GV does there. Part of the exhibition was also exhibited at North Side Festival in Århus and not least at Ridehuset during

Verdensspejl and Aarhus Festuge. It is estimated that the exhibition has reached more than 100.000 people since its launch in 2015.

ONLINE MEDIA

In 2016 GV launched a new website that reflects the organisation's many activities in Ghana and Denmark. It is directly linked to GV's social media to increase traffic. The website was a result of a longer process including both volunteers, Board and Secretariat. The new website also related to GV's name change from Ghana Friendship Groups to Ghana Friends.

Lastly, GV's email newsletter was distributed 8 times and it is a focal point to increase its 481 current subscribers. GV aims at increasing synergy between online media including the Ghanaian partners' channels.

HAND SHAKE MAGAZINE

In 2016 there were two editions of the Ghana Handshake with an edition of 500 copies per circulation as well as online access to the publication. The two overall themes were: People on the move and Migration.

GHANA SEMINAR

The Ghana Seminar is a yearly two-day seminar organised by GV's Friendship Committee. In 2016 the theme was People on the move and there were participants from both Denmark and Ghana.

INTERCULTURAL EXCHANGE ACTIVITIES WITH SCHOOLS

For the second year in a row Hald Ege High School travelled to Northern Ghana with 200 students and 20 teachers to visit GV's projects. During their visit they participated in Youth Cultural Exchange Rallies with two of the Ghanaian youth centres that E4L has collaborated with for years and different activities were carried out such as street art, foot ball tournaments, cultural dance lessons and video workshops.



In the time up to the visit the school holds different events for parents where they are informed about GV's work. During the visit posts are made to social media and articles were published following the experience on GV's media.

NORTH-SOUTH COMMUNICATION

The last activity of 2016 focused on increasing the collaboration between the Ghanaian partners and GV's information committee. In October 2016, 3 members from the committee visited Northern Ghana and collected many change stories and produced 4 videos that are used in GV's information work. Furthermore, links between the programme Advocacy and Communication Team and the Information Committee were strengthened to ensure direct flow of results and change stories used in Denmark.

4. MAIN RESULTS FOR 2016

Performance in 2016 in relation to yearly benchmarks. Please refer to matrix p. 41.

25% OF THE CBOS IMPLEMENT AND MONITOR THEIR ACTION PLANS

A key premise of the E4L methodology is to support the local CBOs to be able to carry out community development and advocacy activities independently. To do so they are facilitated to develop and implement action plans on the issues that they themselves identify. The CBOs get different tools to identify issues and outline appropriate action plans such as PRA tools and community dialogue sessions. This was a focus area that took off in 2016 and 34% of the CBOs are now using the tools and skills to identify community development issues and are proposing solutions and taking action to address them. A significant part of implementing action plans is to monitor the implementation and adjust it if necessary. 34% of the groups have been trained in and supported to use Participatory Monitoring and Evaluation tools to support them track the action

plans they have developed.

25% OF CBOS INITIATE COMMUNITY DEVELOPMENT INITIATIVES

A main objective in the programme's work with the local CBO's is to ensure that they have organisational capacity and skills to drive community development and carry out advocacy that promotes the rights of their constituents. As such these two results are closely linked as CBO action plans may address a community development issue that is tackled through advocacy. In 2016 more than 250 issues were raised by the CBOs and out of these 28% were responded to/supported by duty bearers and service providers. In total 53% of CBOs are addressing development issues in collaboration with groups and communities.

The CBOs are also supported to raise resources to address community development issues and 34% of the Programme's target groups are mobilising resources for community development activities using their action plan as a reference point.

15 % OF CBOS CARRY OUT ADVOCACY ACTIVITIES

34% have been trained on relevant policies and government structures and operations. The same groups were also facilitated on the Rights Based Approach and Human Rights advocacy, community mobilization skills, and techniques/tools. Furthermore, the 95 CBOs have been trained in using lobbying and networking. Of these, 37 groups are using their knowledge on advocacy and community mobilisation skills to lead community development agenda.

In total, The Programme can account that 34% of CBOs carry out advocacy activities. An example is in Savelugu, where the District Education Directorate of the Ghana Education Service inaugurated a WING School in the Zaazi community for the 2015/2016 academic year as a result of the mobilization and engagements conducted jointly by two youth groups.

In addition, the Programme trained 30 CBOs in strategic networking and partnerships. The same CBOs were supported by the Programme to network among themselves to promote their advocacy issues.



CBOs with similar advocacy issues from their action plans were brought together by the E4L Programme to form advocacy networks that address development issues.

50% OF FS/L CBO'S USE IMPROVED AGRICULTURAL PRACTICES AND HAVE INCREASED PRODUCTION/YIELD

The FS/L CBOs were introduced to planting/sowing methods, fertilizer application, post-harvest loss management, use of improved crop seeds, and good tillage practice and chemicals application through farmer field schools.

The KLOE survey shows that 58% of the CBOs are using the improved practices E4L has introduced to them. 42% of the CBOs say that there was an increase in their crop yield as a result of the use of improved agricultural practices. The CBOs noted an increase in the quantity of crop harvest, good quality farm produce, and reduced time spent in weed control and fertilizer application, reduced post-harvest losses, good price for farm produce and improved land management due to improved practices. It should be noted that the farmer field schools experience low performance due to poor rainfall in the 2015 cropping season.

AT LEAST 50% OF EDUCATION CBOS PLAY AN ACTIVE ROLE IN INCREASING ENROLMENT AND RETENTION

DEOCs, SMCs and PTAs activities have brought about increased pupil and teacher attendance, filling in vacant classrooms with teachers by GES and the provision of classroom facilities. 52% of the PTAs report that GES has posted teachers to their schools. In the target communities there is a 36% increase in enrolment, and parents are changing their attitudes towards education.

The SfL Local Committees has also advocated for better access to education and awareness on the right to education, which has brought about WING schools and increased parent support to their children.

60% OF YOUTH CBOS ACCESS INFORMATION ON DISTRICT PLANNING AND MONITOR IMPLEMENTATION OF DISTRICT PLANS

The KLOE survey results revealed that 75% of the youth centres have high capacity to carry out civic engagements and that 12% of youth CBOs have capacity to and monitor district performance and demand accountability. For example the Saboba YCMC monitored and advocated for the National Youth Employment not to be politicized. The CBO engaged the Officials of the Youth Employment Programme in the District on the recruitment of youth into various sectors. The same CBO carried out budget tracking on the effectiveness of Ghana School Feeding Programme in the District.

The youth centre management committees of the 5 centres have all been trained on Community Score Card Methodology and the budget tracking process in the last quarter of 2016. It is expected that beyond 2016, the CBOs will begin to utilize the knowledge gained to represent their own and the communities' interests and rights from the relevant duty bearers.

PARTNER ORGANISATIONS HAVE SUBMITTED AT LEAST 10 FUNDING PROPOSALS

Strengthening the partners to become strong civil society organisations with clear portfolios, organisational capacity development plans and diversified funding is an objective of its own in the E4L programme. One of the focus areas has been diversification of funding and in 2016 the partners succeeded in attracting new funding on the following projects:

- Strengthening Community Participation for Peaceful Elections, GDCA (STAR-Ghana)
- Ghana's Strengthening Accountability Mechanisms, GDCA (Ibis)
- Communities United in Fighting Child Hunger, GDCA (GV)
- Agriculture Policy Support Project, CLIP (USAID/ Ghana Feed the Future)
- CBE in 10 districts in Northern Ghana, SfL (Ghana CBE Programme Management Unit)
- Promoting Youth Representation and Civic Engagements, YEfL (Ibis)
- YOUTH LIFE, YEfL (Catholic Relief Service)



In addition, the partners submitted 8 proposals that were not granted funding.

PARTNER ORGANISATIONS' STAFF HAVE IMPROVED CAPACITY IN CIVIL SOCIETY PROGRAMMING AND ADVOCACY

In 2015 when the programme took off there were extensive staff trainings on methodologies and in needed technical areas to ensure smooth implementation of the programme. The following staff trainings/capacity building were carried out in 2016:

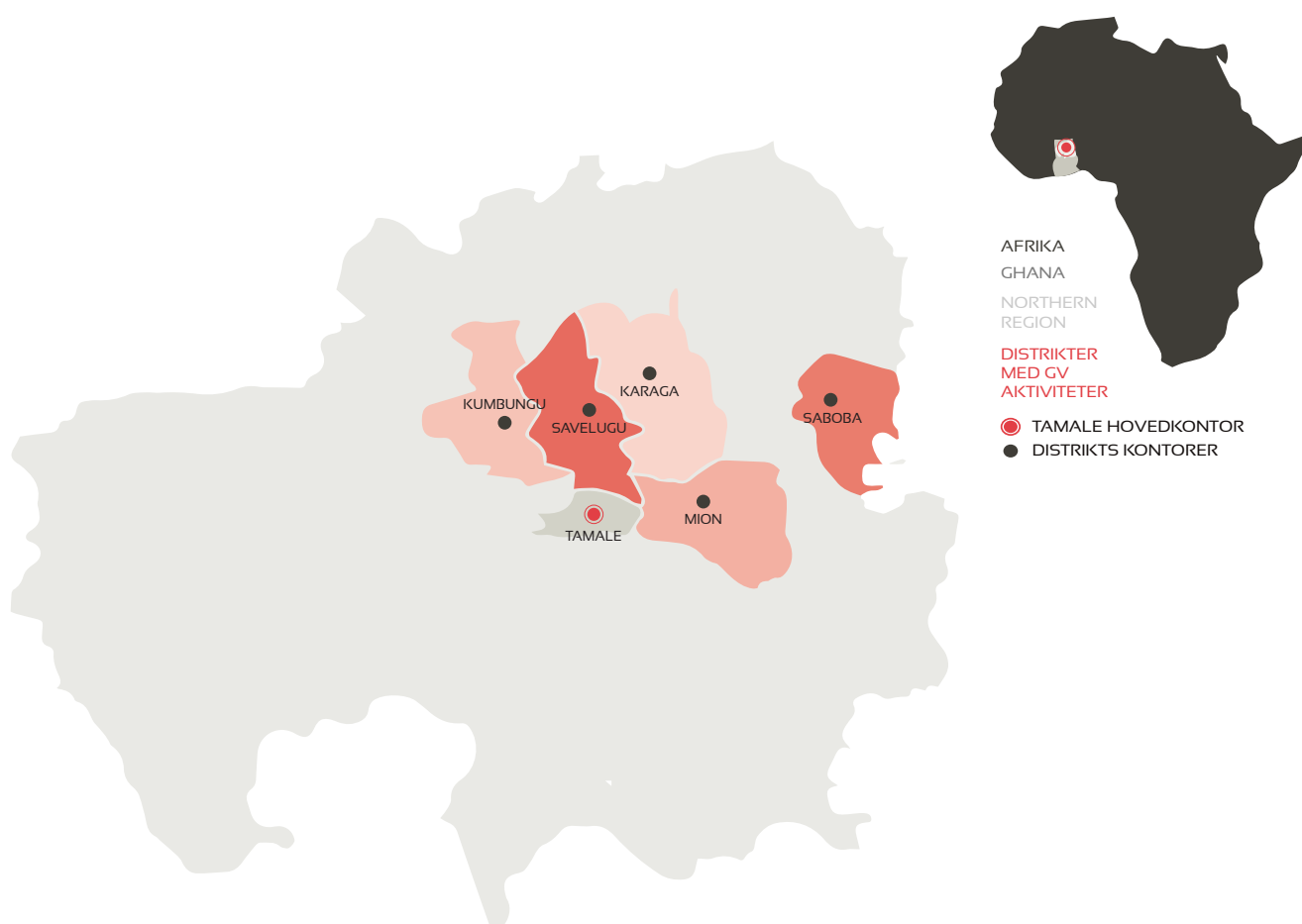
- Policy advocacy
- Strategic partnerships and networking
- Monitoring of capital projects
- Technical expertise within the thematic areas e.g. SfL's capacity has been strengthened to provide leadership to the CBE Alliance in carrying out its activities.
- Monitoring and evaluation increased focus on outcome monitoring and reporting
- Financial management, budgeting and reporting for implementing and administrative staff
- Developing organisational budgets
- Working with art in development and advocacy
- Entrepreneurship and innovation

In addition individual staff attended Danida Fellowship courses in Women in Management and Addressing Climate Change in a Development Context.



YEARLY BENCHMARKS/RESULTS 2015-2018				
2015	2016	2017	2018	2019
15 % of the CBOs implement and monitor their action plans	25 % of the CBOs implement and monitor their action plans	50 % of the CBOs implement and monitor their action plans	70 % of the CBOs implement and monitor their action plans	
5 % of CBOs initiate community development initiatives.	25 % of CBOs initiate community development initiatives.	50 % of CBOs initiate community development initiatives	85 % of CBOs initiate community development initiatives.	
5 % of CBOs carry out advocacy activities	15 % of CBOs carry out advocacy activities	40 % of CBOs carry out advocacy activities	60 % of CBOs carry out advocacy activities	
	50% of FS/L CBOs use improved agricultural practices and have increased production/yield	100 CBOs have organised/are actively engaged in savings and loans associations	50 % of FS/L CBO members have increased household income	70 % of FS/L CBO members have increased household income
	At least 50 % of education CBOs are playing an active role in increasing enrolment and retention	50 % of education CBOs promote equal access to education for girls and boys	Target communities have increased primary school completion rate for girls by at least 10%	Target communities have increased primary school completion rate for girls by at least 30%
	60 % of youth CBOs access information on district planning and monitor implementation of district plans	50% of youth CBOs use communication platforms (radio and social media) to inform the public and engage duty bearers in dialogue	40% of youth CBOs have capacity to monitor district performance and demand accountability	60% of youth CBOs have capacity to monitor district performance and demand accountability
Partner organisations have developed and shared fundraising strategies	Partner organisations have submitted at least 10 funding proposals	Partner organisations have entered into strategic alliances for submitting funding proposals	Partner organisations have won at least 4 new proposals	Partners have increased donor diversification and increased source of income/core funding (independent)

**GHANA FRIENDS OPERATES IN THESE DISTRICTS AND
ADDRESSES ADVOCACY ISSUES ON NATIONAL AND
INTERNATIONAL LEVELS**



Ghana Venskab

Klosterport 4 T, 3. 8000 Århus C.

WWW.GHANAVENSKAB.DK

[FACEBOOK/GHANAVENSKAB](https://www.facebook.com/GHANAVENSKAB)